

Transportation excellence
enhancing the quality of life in New Hampshire



Annual Report

New Hampshire Department of Transportation

Fiscal Year 2012

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Letter from the Commissioner



The New Hampshire Department of Transportation's 2012 Annual Report is presented with information relating to four strategic goals – customer satisfaction, performance, effective resource management, and employee development. Within these goals are 12 objectives and a total of 30 performance measures to track progress in achieving these objectives.

These performance measures do not cover all aspects of the many NHDOT responsibilities and activities. They are, however, key indicators of how the Department is performing, progressing or falling short of expectations based upon proposed budget, programs, resources, and staffing levels. This approach is part of the NHDOT's ongoing commitment to improve customer satisfaction, transparency, and communication.

Fiscal Year 2012 was a year in which the NHDOT was able to continue to provide a high level of service despite ongoing fiscal constraints. The Department responded quickly and effectively to repair and reopen roads and bridges damaged by Tropical Storm Irene in the White Mountains Region in August of 2011, as well as in other events in which storms impacted our transportation network.

Major improvements to New Hampshire's transportation system included the opening of the Airport Access road that connects the F.E. Everett Turnpike to Manchester-Boston Regional Airport, significant progress in the rebuilding and widening of Interstate 93 from Salem to Londonderry, and the rehabilitation and safety improvements to I-93 through Franconia Notch.

Construction work began on the replacement of the Memorial Bridge that connects Portsmouth and Kittery, Maine over the Piscataqua River, and New Hampshire's second Open Road Tolling project on I-93 in Hooksett.

This report also includes a new section that outlines the NHDOT's Strategic Direction for FY 2013, focusing on (1) preserving the existing infrastructure (roads and bridges); (2) maintaining mobility; (3) improving safety; and (4) strengthening the economy.

NHDOT employees continue to show tremendous dedication and commitment in serving the state and the citizens of New Hampshire. I am proud of what this Department continues to accomplish and am pleased to present this annual report.

Sincerely,

Christopher D. Clement, Sr.
Commissioner



*Assessing Tropical
Storm Irene damage on NH 112*

Attaching a snowplow

Repairing damaged roads

Increase Customer Satisfaction

Why is this important?

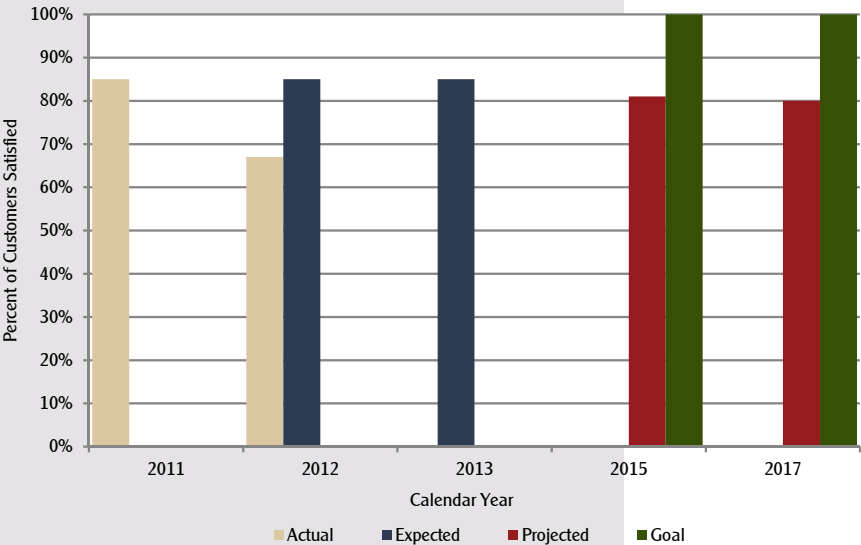
Transportation must meet the needs and expectations of all users. The NHDOT will accomplish this by focusing on mobility, safety, system condition, and excellent customer service. It is essential that the Department be transparent in its mission, communicate openly with the public, and respond to constituent inquiries and concerns in a timely manner.

Measures:

- Overall Customer Satisfaction:

2011 Actual	2012 Expected	2012 Actual
85%	85%	67%

Overall Customer Satisfaction



2012 Results – Hearing From the Customers

The NH Department of Transportation’s performance is based on improving the condition of transportation assets, increasing mobility, enhancing system safety and security, improving Department efficiency, and identifying, communicating, and collaborating with partners. Our performance measure goals are determined by national standards and a realistic allocation of resources.

The ultimate measure is whether the NHDOT’s performance satisfies its customers - those who expect that their travel will be dependable, safe, and without delay.

2011 was the first year in which data was collected in an effort to measure customer satisfaction with overall NHDOT performance. Feedback was received from NHDOT partners such as municipalities, contractors, consulting firms, and transportation service providers.

A second “Customer Satisfaction” survey in 2012 was conducted in meetings hosted by several of New Hampshire’s nine regional planning commissions, as well as metropolitan planning organizations. These groups have continuous interaction with the NHDOT and provide a regional perspective to overall customer service.

In the 2012 survey, 67% of the customers indicated they were “very satisfied”, “satisfied”, or “neutral” regarding the NHDOT’s performance. That’s lower than the 86% reported in the 2011 survey and well below the goal of 100%.

The NHDOT continued to receive high marks in snow and ice removal, summer maintenance of highways, and the overall condition of state highways. Consistent with 2011,

categories in 2012 receiving lower approval responses were “accessibility to alternative modes of transportation” and the Department’s allocation of transportation funds.

While the survey groups from 2011 and 2012 differed, they were very similar in how they prioritized the most important transportation needs of New Hampshire. Both listed their top four as:

- (1) Minimizing the long-term costs of highways and bridges
- (2) Improving the safety of the state highways and interstates

Customer Satisfaction

- (3) Operating the system to maximize safety and efficiency
- (4) Improving and expanding capacity to keep people moving on the roads.

Quick Assistance for Motorists Needing Help Along Major Roadways

An established and well-received Motorist Service Patrol along the lower I-93 corridor between Salem and Manchester logged over 1,300 stops, assisting motorists with mechanical issues such as flat tires, low fuel, jump starts, coolant issues, and the occasional need to push vehicles out of harm's way to safer locations. The Turnpikes Bureau launched a similar service patrol in May 2012 on Interstate 95 (Blue Star Turnpike) and a section of the Spaulding Turnpike. Efforts will be made with both service patrols to obtain private sponsorship to ensure their long-term operation on key highway corridors.

User-Friendly Bridge Permit Reviews for Overweight Vehicles

The Bridge Design Bureau provides bridge capacity reviews of permits for overweight vehicles and loads. Recently developed computer-based programs allow effective and efficient reviews and processing of applications. This greatly increased the number of reviews for bridges along travel routes for overweight loads. However, the result has been more effective and timely bridge reviews for overweight permits, and improved public safety. During the 2012 fiscal year, Bridge Design performed 1,280 bridge reviews and 5,621 audits of applicant-performed bridge reviews. The goal of this overall effort is to ensure that the effect of overweight loads on the state's infrastructure will not cause damage or increase maintenance costs.



Turnpikes Motorist Service Patrol

Public appreciation for repairs to
Storm damaged roads

The NHDOT recognized for
reopening NH 112 following
Tropical Storm Irene

Safety and capacity improvements have begun on a congested 3.5 mile segment of the Spaulding Turnpike in Newton-Dover.

The first contract (\$54 million) involves a new southbound bridge over Little Bay. When completed the two Little Bay bridges will carry eight lanes of traffic.

The Highway Maintenance Bureau outfitted 24 plow truck spreaders with pre-wetting equipment to improve salt distribution methods and reduce salt consumption.

In addition to inspecting all municipal bridges, the NHDOT provides assistance to cities in towns through bridge maintenance and the providing temporary bridges.

Improve Asset Conditions

Why is this important?

The condition of New Hampshire's transportation infrastructure significantly affects the State's ability to provide for the safe and efficient movement of people and goods. Poorly maintained pavement, bridges, rail lines, buses, and airport runways increase travel time, decrease their capacity, create unsafe conditions for the traveling public, and increase maintenance costs.

Measures:

- State Highway Pavement in Good or Fair Condition: (miles)

2011 Actual	2012 Expected	2012 Actual
2,695	2,611	2,597

- Red Listed State Bridges: (number of bridges)

2011 Actual	2012 Expected	2012 Actual
149	152	140

- Rail Lines Capable of Speeds of 40 mph: (miles)

2011 Actual	2012 Expected	2012 Actual
103	103	104

- Airport Runway Surface Conditions:

2011 Actual	2012 Expected	2012 Actual
Good (4.0)	Good (3.5)	Good (4.11)

- Remaining Useful Life of Transit Buses:

2011 Actual	2012 Expected	2012 Actual
49%	49%	43.8%

Assessing the Quality of New Hampshire's Roads

Pavement conditions and forecasting those conditions are driven by interrelated factors: aging due to climate, deterioration and distress due to loading (traffic), construction/materials costs, miles resurfaced, and available funding.

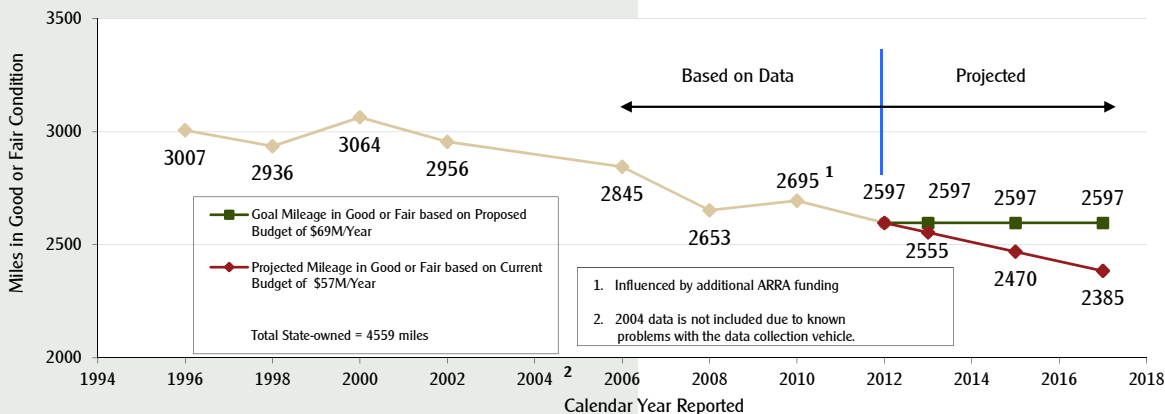
The Ride Comfort Index (RCI) has been used by the NHDOT since 1995 to measure, report, and monitor the pavement condition of the 4,559 miles of state-maintained roadways. The RCI is a measure of the roughness of a roadway and is reported on a scale from 0 to 5, with 5 representing the smoothest roads. The RCI provides a representation of what motorists feel as they drive along the road.

A NHDOT data collection vehicle gathers additional pavement condition data, such as wheel path rutting and cracking which, when combined with the roughness data, is used as input to the Department's Pavement Management System.

The Pavement Management System is a tool used to forecast future pavement conditions, set performance goals, and develop funding levels to achieve those goals. Limits have been established to categorize pavements into "Good", "Fair", and "Poor" condition levels.

The data for 1996 through 2012 shows the mileage of roadways in good or fair condition reached an all-time high of 3,064 miles in 2000.

New Hampshire Pavement Condition



Keeping New Hampshire's Bridges Safe

The Department's Bureau of Bridge Design inspects all public highway bridges at least once every two years. Public bridges with one or more major structural elements in poor condition or that require weight limit postings are on the "Red List". State-owned Red List bridges are inspected twice per year, and municipally owned Red List bridges are inspected once a year. Currently there are 2,129 state-owned bridges, with 140 on the Red List. The municipal Red List for 2012 includes 353 structurally deficient bridges.

Of the 140 bridges on the State Red List:

- 14 are currently being replaced or rehabilitated
- 62 are scheduled for replacement or rehabilitation in the Ten Year Plan
- 24 are to be addressed by the Bridge Maintenance Bureau
- 22 need to be added to the Ten Year Plan
- 18 are being monitored and kept in service

In FY 2012, progress was made in reducing the number of bridges on the Red List. This was accomplished through the I-93 expansion project (Salem to Manchester), the Spaulding Turnpike improvement project in Rochester, and other capital and maintenance projects.

Current projections show that more bridges will be added to the Red List in upcoming years than will be removed, due to anticipated funding shortfalls and the advancing age of many of the state-maintained bridges. The average age of a state-owned bridge is 54 years - 55% of the bridges have reached the end their design lives.

The NHDOT's budget for all state bridges is currently \$42 million annually. Projected funding needs required to maintain all state bridges is \$59 million annually, which does not address the \$265 million backlog of needed bridge maintenance work.

Memorial Bridge Project

Replacement of the Memorial Bridge, the NHDOT's previous #1 Red List priority bridge, is underway. Removal of the existing bridge occurred in February 2012 while design work continued. Fabrication and assembly of the structural steel components was scheduled for summer 2012, with the "float in" of the New Hampshire approach truss anticipated during early 2013.

The new Memorial Bridge is scheduled to be open to traffic by summer 2013.



*Responding to damage from
Tropical Storm Irene*

Surveying near US 4 in Durham

*Bridge maintenance preservation
activities*

Improve Asset Conditions

Major Highway and Bridge Improvements

The opening of a vital new link to Manchester-Boston Regional Airport from the Everett Turnpike, and progress in major corridor work along I-93 between Salem and Manchester and the Spaulding Turnpike in Rochester, marked a year of investment in New Hampshire's highway system.

The NHDOT completed a total of 69 contracts in FY 2012 totaling \$163 million dollars. At the close of FY 2012, field work was underway on approximately 88 contracts totaling \$640 million dollars.

Roadway /Bridge work completed:

- Signalization and widening of the NH 111/West Road/Island Pond Road intersection in Hampstead and Atkinson
- Roadway improvements at the Alton Traffic Circle
- Safety improvements to NH 1B in New Castle
- Pavement rehabilitation, safety improvements, and bridge deck repairs along NH101 in Milford and Amherst
- Pavement Rehabilitation, safety improvements, and bridge deck repairs along US Route 4 in Lee and Durham
- Relocation of a half-mile section on NH 16 away from the Androscoggin River in Errol
- Emergency road repairs to NH 16 from Bartlett to Gorham, US 302 from Harts Location to Bartlett, NH 112 in Lincoln, and NH 49 in Thornton due to Tropical Storm Irene damage

- Emergency slope stabilization along various locations in northern New Hampshire
- Replacement of the Brookdale Road bridge over I-93 in Windham
- Rehabilitation of the NH 119 bridge over the Ashuelot River in Winchester
- Rehabilitation of the NH 25/3A bridge over the Baker River in Plymouth
- Rehabilitation of the US 4 bridge over Salmon Falls River in Rollinsford
- Rehabilitation of the NH 125 bridge over the B&M Railroad in Milton
- Rehabilitation of the Cross Road bridge over the Pemigewasset River in Thornton
- Rehabilitation of the NH 1B bridge over the Piscataqua Estuary in Portsmouth.

Continuing Interstate work:

- Reconstruction of I-93 from Salem to Londonderry
- Reconstruction of Exit 20 on I-89 and widening of NH 12A in Lebanon
- Reconstruction and widening of the Spaulding Turnpike in Rochester from Exit 14 to Exit 16
- Reconstruction and widening of the Spaulding Turnpike from Exit 3 in Newington to Exit 6 in Dover, including a new Little Bay Bridge
- Construction of Open Road Tolling at the Hooksett Toll Plaza
- Pavement and Bridge rehabilitation on I-93 from Exit 7 to Exit 10 in Manchester and Hooksett
- Construction of a soundwall on the I-95 High Level Bridge in Portsmouth
- Pavement rehabilitation and safety improvements along I-93 through Franconia Notch



Long-Awaited and Anticipated Airport Access Road Opens to Motorist

“Raymond Wieczorek Drive” Connects Turnpike to Regional Airport

The Manchester Airport Access Road was designed “to address the existing and future transportation needs of the expanding Manchester Airport and the surrounding developing industrial and commercial areas.”

A dedication ceremony for the new highway was held on November 10, 2011. It opened the following day. The need for the 1.75-mile highway that connects the F.E. Everett Turnpike in Bedford to the airport with interchanges at US Route 3 and NH Route 3A was identified in the 1980’s. The 1,200-foot, \$30 million “Pearl Harbor Memorial Bridge” crossing the Merrimack River and Route 3A is one of the longest spans in the state.

The \$175 million project also preserves about 750 acres of land, mostly in Little Cohas Marsh, along with wildlife travel corridors connecting to the Merrimack River. An estimated 26,000 vehicles a day are initially expected to use the corridor, growing to 34,500 vehicles per day by 2025.

Construction of the airport access road began in 2007. The project included seven bridges, two interchanges, two roundabouts, and a multi-use path. The project employed over 200 people and was completed two years ahead of schedule due to \$15 million in funding provided by the American Recovery and Reinvestment Act of 2009.

Keeping Bridges Safe and In Good Condition

The Bridge Maintenance Bureau completes an average of 90 projects each year that restore bridge capacity and integrity. In 2012 this included the removal of 11 bridges from the Red-List. Bridge Maintenance contributes substantially to the overall number of bridges removed from the Department’s Red List annually, averaging 25% to 50% in cost savings compared to similar capital program projects.

111-Year Old Covered Bridge Reopened in Lancaster

The Mt. Orne Bridge over the Connecticut River between Lancaster, NH, and Lunenburg, VT, was re-opened following a two-month repair project by a NHDOT bridge maintenance crew.

The project was completed in March 2012, almost six weeks ahead of schedule, at an estimated cost of \$160,000. The Mt. Orne Covered Bridge was built in 1911 and is listed on the National Register of Historic Places.



*Little Bay Bridge project
on Spaulding Turnpike in
Newington-Dover*

I-93 project in Windham

*Reopening of Mt. Orne
covered bridge in Lancaster*

Improve Asset Conditions

Upgrading NH Rail Lines for Both Freight and Passenger Traffic

The approximately 450 miles of active railroad in New Hampshire are classified by condition according to a system established by the Federal Railroad Administration (FRA). Track may be subject to “slow orders” due to local or temporary conditions. The class of railroad track is a measure that provides an indication of the general condition of the track. FRA Class 3 track allows the operation of freight rail at up to 40 mph, and passenger rail at up to 60 mph. FRA Class 4 track allows the operation of freight rail at speeds up to 60 MPH, and passenger rail up to 80 MPH.

During FY 2012, the St. Lawrence & Atlantic Railroad completed two miles of rail replacement in New Hampshire, bringing the total track upgrade to 6.6 miles in Coos County. The New England Central Railroad completed upgrades to 24 miles of track to Class 4 in Sullivan and Cheshire counties.

Pan Am Railway’s freight main line through Rockingham County, used by Amtrak’s Downeaster passenger train, is currently maintained to Class 4 standards.

In addition to potential increases in train speeds and reduced running times, these segments of track are able to support heavier rail cars, which make the shipping of bulk products and materials by rail more efficient and attractive to businesses.

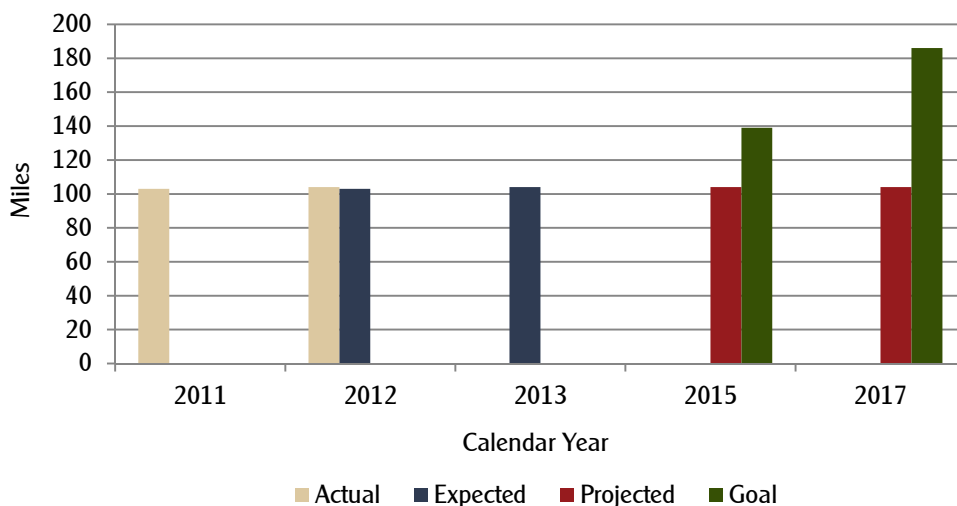
Maintaining Public Use Airport Runways

The condition of an airport’s runway surface directly affects aircraft operational safety for the New Hampshire Airport System that consists of 24 public use airports. These airports have a total of 29 runways, 22 of which are paved and seven have a turf or gravel surface. Five of the airports have two runways. The 29 runways comprise approximately 12.9 million square feet of runway surface. Approximately 11.2 million square feet of runway surface is paved, and the remainder is turf or gravel.

A total of 12 airports in New Hampshire are in the National Plan of Integrated Airport Systems (NPIAS), making them eligible for Federal Aviation Administration (FAA) Airport Improvement Program grants. These FAA grants are utilized for improvements to airport facilities, including runways. The other 12 airports must use limited state, municipal, or private funds to maintain and improve their facilities.

The NHDOT works closely with each airport to develop a comprehensive 10-Year Capital Improvement plan. Over the last year, the FAA, Bureau of Aeronautics, and local communities have made substantial investments in the pavement surfaces at the State’s general aviation airports. Within the past five years, 11 runways have received runway surface improvements. This investment will maintain, or slightly improve, airport runway surfaces in New Hampshire.

Class 3 Track Conditions



Performance

This maintenance program extends the life of numerous airfield pavements by implementing both pavement crack filling and crack repairs. The locations for this past year's projects included: Claremont Municipal Airport, Dean Memorial (North Haverhill) Airport, and Dillant-Hopkins Airport in Keene.

Lebanon Municipal Airport also completed a runway pavement crack filling and crack repair project. Manchester-Boston Regional Airport has pursued a second phase replacement of its aircraft parking apron.

The NHDOT's current strategy for improving runway surface conditions is to aggressively pursue federal funding. This funding is critical to ensuring the preservation of the airport infrastructure in the New Hampshire Airport System.

\$16 Million Improvement Project Underway at Nashua Airport

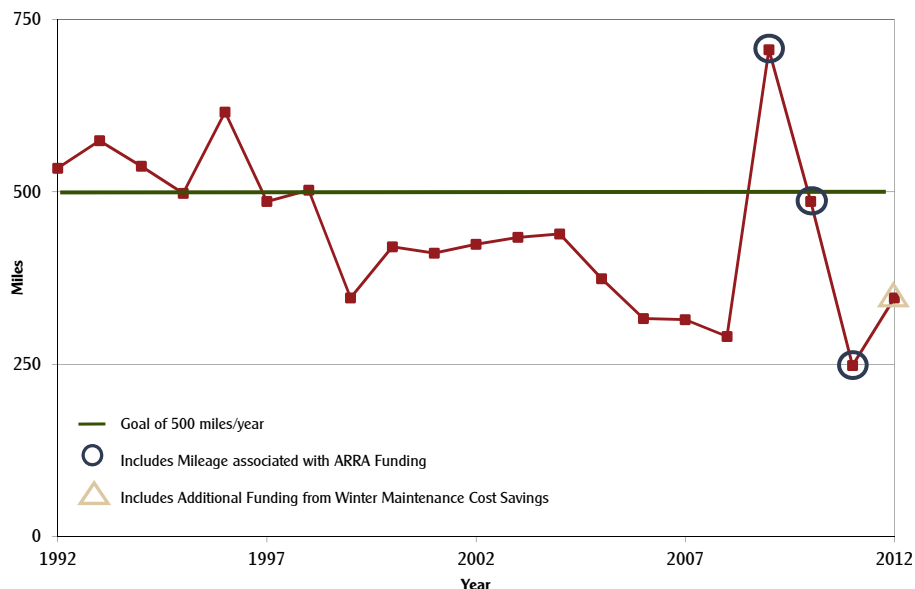
Extended Runway at Boire Field is Economic Boost for Region

A relocated and lengthened runway at Nashua's Boire Field is expected to promote economic growth for the surrounding region.

Construction began in November 2011 on the \$16 million airport improvement project that involved the relocation and extension of the existing runway to 6,000 feet from its previous 5,000 feet. The move will bring the airport into compliance with current FAA standards and improve safety at the facility. Associated improvements will include relocating the instrument landing system, upgrading the runway safety areas, and extending existing taxiways to meet the new runway location.

The project is billed as "the largest funded improvement project in the nation for general aviation airports."

NH Miles of Road Resurfaced



New Hampshire has 24 public use airports

The State has 450 miles of active rail

I-93 improvements in Tilton-Laconia

Performance

Increase Mobility

Why is this important?

The NHDOT must work to minimize recurring delays, and to provide and enhance a wide range of transportation options for its citizens and visitors. This includes transit, rail, and air modes of transportation. These opportunities are addressed within the context of a relatively small state with a largely non-urban (rural) population.

Measures:

- Transit Ridership: (riders)

2011 Actual	2012 Expected	2012 Actual
3,415,291	3,743,873	3,638,277

- Rail Ridership: (riders)

2011 Actual	2012 Expected	2012 Actual
210,231	216,538	199,645

- Air Ridership: (total emplanements and deplanements)

2011 Actual	2012 Expected	2012 Actual
2,831,673	2,831,673	2,607,103

- Total Freight Shipped Via All Modes: (tons)

2011 Actual	2012 Expected	2012 Actual
68,667,213	68,667,213	65,640,138

- Average Level of Service on Selected Highway Segments: (level of service)

2011 Actual	2012 Expected	2012 Actual
Level C (.68)	Level C (.68)	Level C (.60)

- State Population with Access to Multimodal Transportation:

2011 Actual	2012 Expected	2012 Actual
24%	24%	26.1%

Measuring the Level of Service on Selected Highway Segments

The NHDOT measures mobility on state highways based upon level of service. Eventually, mobility on selected sections of road will be represented by tracking delay due to congestion, accidents/incidents, weather, and construction activities.

These results will provide a measure of mobility that can be compared yearly to identify needs and measure the effectiveness of improvements implemented. These improvements include added capacity from construction projects, Intelligent Transportation Systems (ITS), Smart Work Zones, and incident management procedures.

The initial focus is on the most highly traveled commuter routes: I-93 from Concord to Salem; the F.E. Everett Turnpike from Hooksett to Nashua; NH 101 from Manchester to Hampton; I-95 from Portsmouth to Hampton; and the Spaulding Turnpike from Portsmouth to Rochester.

Since the NHDOT cannot currently measure delay, the level of service will be calculated based upon traffic volumes and number of lanes for each highway. Based on 2012 data collection, the average level of service for the sections of highway included in this performance measure is a C (rated on a scale of A = no congestion, to F = congestion). Eventually, this measure will be tracked by travel time on selected routes.

The winter of 2011-2012 was very mild, with the result being fewer delays related to weather and weather-related highway incidents.



Bus ridership on New Hampshire's 12 public transit systems totaled 3,638,277 riders for the past year, a 3.3% increase over the previous year. In addition, approximately 1.7 million rides a year are provided by private commuter and intercity bus companies (Boston Express, Concord Coach, C&J, Dartmouth Coach).

Transit Services Provide Vital Transportation Option

A new bus system, Carroll County Transit, began offering service in January 2012 in towns that included North Conway, West Ossipee, Wolfeboro, and Laconia. Known as “The Blue Loon,” this system provides area residents with a travel option that allows them to access local services (employment, medical, social, recreational) without having to drive.

Regional coordination efforts grew over the last year with the implementation and expansion of many regional services, including volunteer driver programs. These efforts have provided options in rural areas where bus service doesn’t exist.

Boston Express provides commuter bus service from central and southern New Hampshire to Massachusetts, both for travelers using I-93 (Manchester-North Londonderry-Londonderry-Salem to Boston) and the Everett Turnpike service (Manchester-Nashua-Boston). Over 38 daily roundtrips are offered.

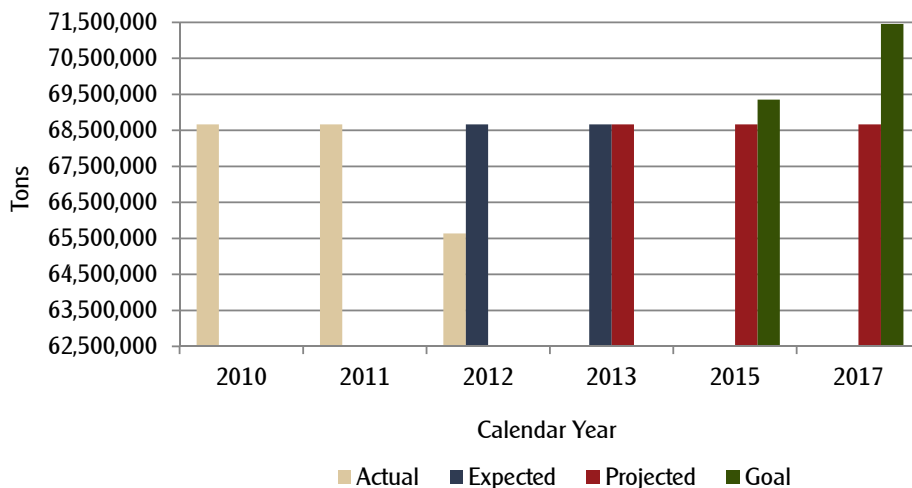
Boston Express is considered one of the most successful “New Starts” projects in the country based on passengers carried and the fare box recovery rate, improving from 55% in 2008 to over 90% in 2012. This bus service has provided over two million rides since it began in 2007.

Manchester Transit Authority’s “Green Dash” is an example of an eco-friendly Congestion Mitigation Air Quality (CMAQ) project that uses hybrid-electric buses and offers free shuttle service around Manchester.

Advance Transit is a successful public-private partnership with Dartmouth Hitchcock Medical Center and Dartmouth College, providing much needed transportation options to their employees.



Freight Shipments in New Hampshire



Over 65 million tons of freight were shipped by all modes

New transit service in Carroll County

Utilizing the Port of Portsmouth

Increase Mobility

Hooksett Tolls Are Next to Feature Open Road Tolling

Less than two years after the northeast's first Open Road Tolling (ORT) facility opened at the Hampton Tolls, construction began on ORT lanes at the Hooksett Tolls on Interstate 93 (Everett Turnpike). The \$22.9 million project will convert six conventional toll collection lanes to four ORT lanes – two in each direction.

The Hooksett Tolls process over 25 million transactions a year. Peak traffic volumes of over 80,000 vehicles per day on summer weekends can cause delays.

With the higher vehicle capacity offered by ORT lanes compared to cash and E-ZPass lanes, travel time through the plaza will be reduced by 14.4%, saving 269,000 driving hours and 466,000 gallons of fuel consumption annually, as well as improving air quality.

Funds for the project were realized by the reissuing of turnpike bonds at more favorable interest rates. The Hooksett ORT lanes are slated to be open in the summer of 2013.



Passenger Rail as a Transportation Option

Amtrak provides passenger rail service in New Hampshire via the Downeaster with stops at Dover, Durham, and Exeter, as well as the Vermonter that stops in Claremont.

The Downeaster has five daily trains between Portland and Boston.

The Vermonter has one daily train between St. Albans, VT, Springfield, MA, New York City, and Washington, DC.

Ridership on both Amtrak passenger rail services continued the recent trend of significant growth in New Hampshire.

It is also estimated that at some Massachusetts MBTA stations (i.e. Lowell, North Billerica, Haverhill, Newburyport) at least 25% of the passengers are New Hampshire residents.

An annual growth rate of 4% is assumed in the projections for rail ridership.

Projects that would significantly increase rail ridership in New Hampshire include an extension of MBTA service from Haverhill, MA, to Plaistow, NH, and the New Hampshire Capitol Corridor proposed to provide service between southern New Hampshire and Boston through Nashua.

There are a total of 111 registered airports in New Hampshire, including 24 public use and 87 private use airports. Utilizing those airports are a total of 1,238 New Hampshire-registered aircraft.

Nearly two-thirds (64%) of all transactions on the New Hampshire Turnpike System are done via electronic tolling (E-ZPass).

During Fiscal Year 2012 approximately 30,000 permits for oversize/overweight transport of goods were issued.

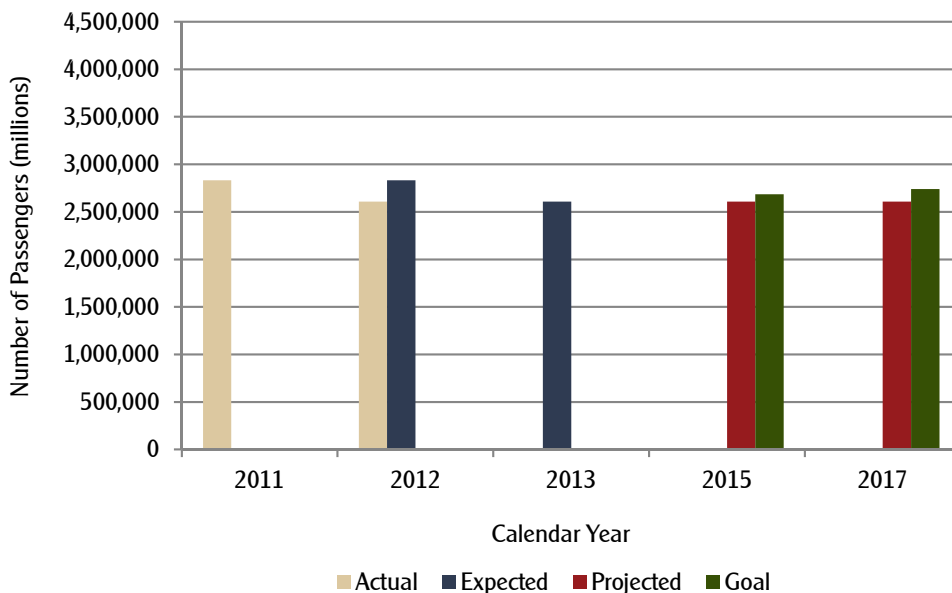
Freight Plays an Important Role in New Hampshire

The NHDOT tracks freight transportation performance in New Hampshire with the goal of increasing the amount of goods transported. The ability to access current freight data is critical for properly addressing the needs of the NH freight industry.

Data for tracking freight is collected every five years through the Federal Highway Administration's Freight Analysis Framework and the Federal Bureau of Transportation Statistics website.

It is anticipated that the movement of freight will have greater significance in the development of ground transportation in New Hampshire. The NHDOT will continue to use this data to measure performance and plan for the future needs of the freight industry.

Passenger Enplanements and Deplanements at New Hampshire Airports



Rail shipment in northern New Hampshire

The new Airport Access Road

The Transportation Management Center in Concord

There were 1,586 regularly scheduled inspections performed on state bridges and 1,289 regularly scheduled inspections performed on municipal bridges. In addition, 45 underwater inspections of the substructure elements were performed for specific bridges.

Performance

Improve System Safety and Security

Why is this important?

Motor vehicle crashes are the leading cause of death in New Hampshire for those under the age of 35 and the fifth leading cause of all deaths. While New Hampshire's fatal crash rate is lower than the national average, progress must continue towards safer highways through engineering, enforcement, education, and emergency response.

Measures:

- Highway Fatalities (Five Year Moving Average - Goal Towards Zero Deaths):

2011 Actual	2012 Expected	2012 Actual
119	118	114

Making Highways Safer and Reducing Fatalities

Fatal crashes in New Hampshire decreased by approximately 21% over a five year period from 2006 to 2011.

Deaths and injury crashes are decreasing due in part to engineering enhancements such as paving roadway shoulders, guardrail improvements, installing rumble strips and median barrier, and intersection improvements. Public education and law enforcement have contributed to the decline.

One of the NHDOT's critical emphasis areas has been to address "run-off-the-road" crashes, which account for 53% of all fatalities on New Hampshire roadways. Safety initiatives implemented in recent years have included:

- **Shoulder and center line rumble strips** – 1,260 miles of shoulder rumble strips have been installed since 2000, and 80 miles of centerline rumble strips have been installed since 2004. Both forms of rumble strips warn drivers they are leaving travel lanes.
- **Median barrier** – This barrier is placed in median locations of 50 feet or less to reduce the potential for cross-over head-on collisions along divided highways.
- **Warning sign improvements** – The NHDOT works closely with municipalities to develop proposals for low-cost solutions to reduce crashes on town roads. The NHDOT implemented improvements on local roads in eight towns that included warning signs on curves.
- **Pavement Safety Edge** – During FY 2012, the NHDOT began installing a new pavement edge treatment that can

help an errant vehicle safely re-enter the roadway. The angled safety edge treatment is intended to address sharp drop-offs in pavement and the often resulting overcorrection by drivers re-entering roadways with traditional pavement edges.

Using highway safety strategies that included engineering and infrastructure improvements and education to improve driver behavior, the NHDOT anticipates a 3.4% reduction per year in fatal crashes can be attained.



“Driving Toward Zero” Coalition Launches Highway Safety Campaign

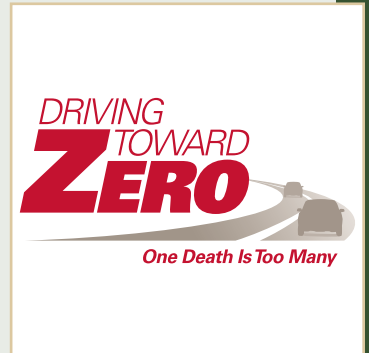
The NHDOT has launched a “Driving Toward Zero” deaths campaign that is focusing on several areas for improvement, including speeding, impaired and distracted driving, motorcycle safety, teen and older drivers, and vehicle occupant protection.

“While zero deaths on New Hampshire’s highways may seem like an unreachable goal, we can all agree that even one fatality is one too many, and that zero is the only number we can live with,” NHDOT Commissioner Chris Clement said at a June 28, 2012 news event in Concord.

The numbers are moving in the right direction. According to the NH Highway Safety Agency, 90 people died in highway deaths in the state in 2011, the lowest number in 50 years.

The underlying challenge is to change the “culture of driving” in New Hampshire to one that focuses on safety.

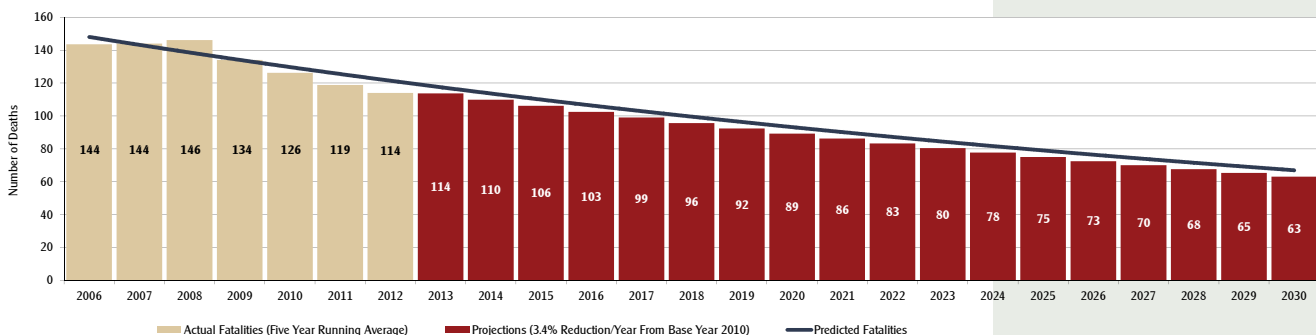
Driving Toward Zero is an outgrowth of the state’s Strategic Highway Safety Plan for 2012 to 2016. While the ultimate goal is zero fatalities and injuries, a stated goal in the Highway Safety Plan is a 50 percent reduction in highway deaths and serious injuries by 2030.



The New Hampshire “Driving Toward Zero” initiative is focusing on the four “E’s” of roadway safety – Education, Enforcement, Engineering, and Emergency Management Services.

In FY 2012, the NHDOT installed approximately 5.8 miles of median barrier. A total of approximately 25.8 miles of median barrier has been installed since 2009.

NH Traffic Fatalities: Trends, Forecasts and Goals



Performance

Improve Department Efficiency

Why is this important?

The need to deliver a high standard of transportation projects and services during challenging economic times makes it more important than ever for the NHDOT to operate as cost-efficiently and effectively as possible.

Measures:

- Snow and Ice (Average Time to Achieve Bare Lanes on Major Routes): (hours)

2011 Actual	2012 Expected	2012 Actual
N/A	2.5	No Data

- Completed LEAN Initiatives:

2011 Actual	2012 Expected	2012 Actual
6	12	3

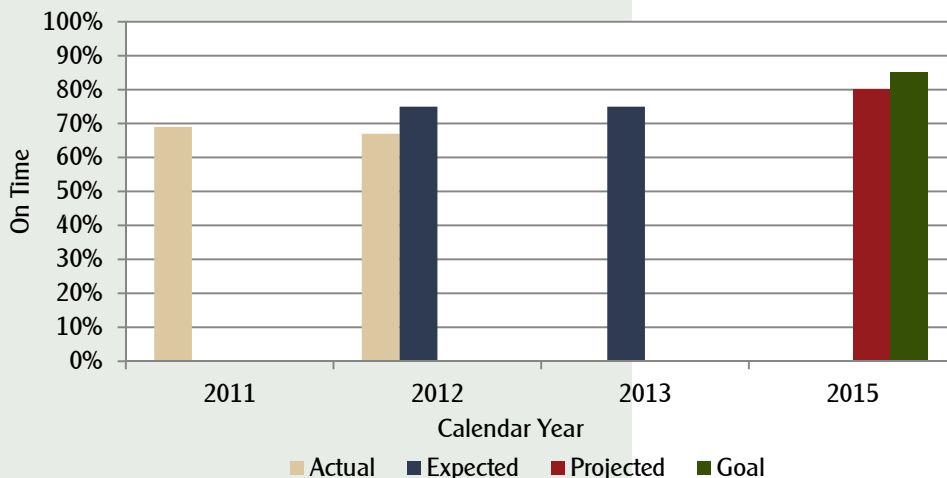
- Projects On Time By Ad Schedule:

2011 Actual	2012 Expected	2012 Actual
69%	75%	67%

- Construction Bid Within 5% of Final Construction Cost:

2011 Actual	2012 Expected	2012 Actual
89%	90%	93%

Projects on Time by Ad Schedule



NHDOT Recognized with Governor's Excellence in Energy Efficiency Award

Due to its "continued commitment in reducing energy use within State Government," the NH Department of Transportation was chosen as a "model State Agency" and presented with the "Governor's Excellence in Energy Efficiency Award".

The NHDOT was cited in May 2012 by the NH Office of Energy and Planning for tracking energy use in all of its facilities, installing energy efficient wood fired boilers at patrol facilities, installing energy management systems in some of the bigger buildings, like the Traffic Bureau, adopting an anti-idling policy for state vehicles, improved weatherization of several patrol facility buildings, and completing an LED lighting retrofit program on state traffic signals.

Energy Efficiency in State Facilities

As part of an effort to meet the Governor's initiative of Energy Savings in State government, energy efficiency measures at NHDOT Highway Maintenance facilities included the installation of new windows, siding, and insulation in Highway Maintenance patrol facilities statewide.

- State-wide 25 outside wood furnaces were installed at patrol sheds to reduce heating oil costs.
- District 3 continued building improvement with more insulation and energy efficient windows.
- District 4 installed new energy efficient windows at 11 patrol sheds.
- District 4 replaced fluorescent lights with energy efficient fixtures in 12 patrol sheds.
- State-wide, as a cost saving measure, six Highway Maintenance patrol sheds were closed and the patrol crews, along with their road maintenance assignments and equipment, were reallocated to surrounding patrol sections.

Building a New and Improved Plow Truck

The Mechanical Services Bureau began using a new body style on all NHDOT dump/plow trucks that utilizes new technologies that feature abrasion resistant and harder steel. This allows for the removal of a series of I-beams that run along the underside of the dump body and reduces the thickness of the dump bodies steel floor. Stainless steel is also being used in common corrosion areas such as rear corner posts and skirting, which adds to the longevity of the truck body.

The results are truck bodies that weigh substantially less (700 lbs. for 6-wheelers and 1,500 lbs. for 10-wheelers), significantly reduced corrosion points, reduced paint and labor required, and a likely fuel savings.

New Tow Plows Tested for Effectiveness and Efficiencies

A “Tow Plow” is a trailer-mounted plow that’s towed behind a 10-wheeled plow truck. It has the capability of plowing and treating with salt an entire additional lane of roadway at normal highway speeds when completely deployed. The entire trailer unit can shift to the right or left, depending on the model, utilizing movable axles on the trailer unit as well as hydraulic controls between the truck and trailer.

The Tow Plow has a lot of potential applications on sections of interstate highways and turnpikes in New Hampshire where the number of lanes may vary. It can take the place of another plow truck by allowing one truck to plow two lanes of roadway.

Promoting the Efficiencies of Lean

In FY 2012, 47 NHDOT employees were trained in Lean Process Improvements and seven became certified Continuous Improvement Practitioners. The Department also conducted two awareness classes for the Highway Design Bureau and the Division of Policy and Administration, and is continuing to promote Lean training and implementation.

The Highway Design Bureau trained 62 employees in the concepts of Lean. Participants submitted over 70 ideas to improve efficiency, save time, money, and materials. Six of the ideas have been implemented.

Working to Keep Projects On Time and At or Under Budget

In 2012, 87% of NHDOT contracts accepted by contractors for final payment were below the bid price. Only 7% of the contracts were more than 5% over the bid price. In 2012, 35% of contracts accepted by contractors for final payment were completed within the original completion date. Of the contracts that were over time, 24% of the contracts were completed 60 days past the original completion date. These numbers are an improvement over 2011, demonstrating a commitment toward continuous quality improvement.



Tow plows introduced in winter maintenance

The NHDOT builds its plow trucks for NH winters

Using the LEAN process for improved efficiencies

Identify, Communicate and Collaborate with Partners

Why is this important?

The NHDOT will identify and establish cooperative partnerships to better utilize resources, achieve long-term goals, and produce effective solutions to shared concerns.

Measures:

- Partners Satisfied:

2011 Actual	2012 Expected	2012 Actual
72%	72%	In Progress

- Private Sector Jobs Sustained by Federal and State Transportation Capital Investment: (jobs supported)

2011 Actual	2012 Expected	2012 Actual
1,627	1,627	1,663

Sustaining Private Sector Jobs Through Capital Investment in Transportation

The NHDOT recognizes its transportation partners are an essential component in addressing the challenges of how the transportation system in New Hampshire is planned, managed, and funded.

Robust transportation investment is a vital element in the creation of jobs and sustained economic growth. Investment in transportation infrastructure improvements produces significant near-term economic stimulus and job creation benefits, providing a variety of construction, manufacturing, and other job opportunities.

The Council of Economic Advisors estimates that one job is created or saved per \$92,000 of government infrastructure investment. Sustaining or enhancing both federal and state funding levels will require close coordination with federal and state legislative bodies. The coordination and communication must stress the critical need for funding to support the NHDOT's three capital program priorities - preservation and maintenance of the existing system, addressing Red List Bridges, and I-93 reconstruction.

Additionally, if federal and state funding are reduced, many programs that support municipalities (such as Transportation Enhancement; Congestion, Mitigation, and Air Quality (CMAQ); and State Aid Highway and Bridge funding) will be negatively impacted.

Traffic Signal Coordination Between the State and Municipalities

The Bureau of Traffic hosted an annual traffic signal workshop, in conjunction with the UNH Local Technical Assistance Program (LTAP), to improve communication between the Bureau's traffic signal engineering and maintenance staff and municipal partners throughout the state.

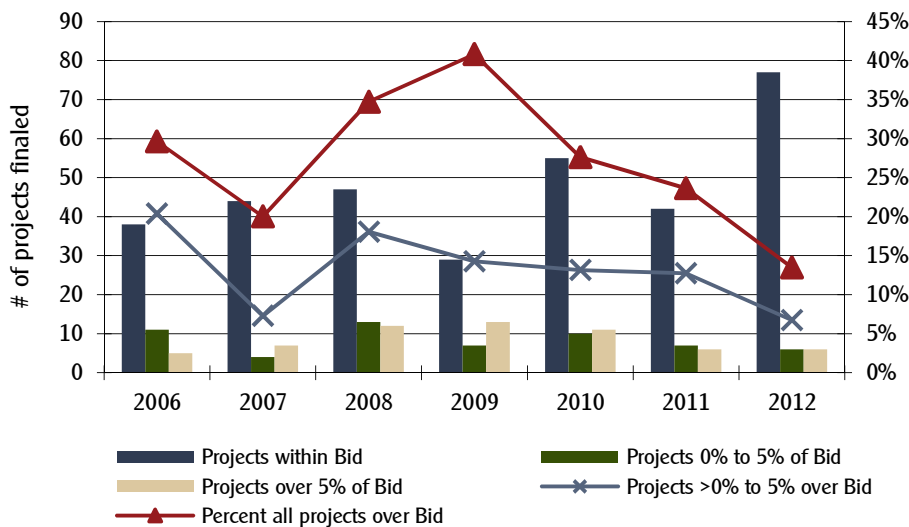
The workshop provided technical training and summarized "best practices" in the region that benefit all agencies involved in traffic signal maintenance and operation. Including consultants, contractors, and vendors in the workshop further improved communication.



Community Assistance in Applying for Federal Funds

In conjunction with the completion of a new Local Public Agency (LPA) manual, the Bureau of Planning and Community Assistance trained and certified 275 town employees, consultants, and others who may be local project sponsors looking to access federal funds for transportation projects. The training covered all aspects of project development, finance, construction, record retention, etc. Six two-day sessions were held. Future training will be offered twice a year.

Bid vs Final Amounts



Meeting with local airport managers

Working with private contractors

Joining with State Police in winter maintenance efforts

The Bureau of Fuel Distribution purchased 4,773,265 gallons of fuel in FY 2012 for 725 customers that included state agencies, municipalities, and non-profits.

The NHDOT opened 75 contracts for FY 2012 totaling approximately \$333 million of work performed by 39 contractors. A total of 69 construction projects totaling \$163 million were completed and accepted for maintenance operations.

The Highway Maintenance Bureau issued 707 of Driveway Permits in FY 2012 compared to 689 in FY 2011, and 415 Excavation Permits in FY 2012 (381 FY 2011).

The Highway Design Bureau reviewed 27 traffic impact studies for commercial development projects.

Effective Resource Management

Effectively Manage Financial Resources

Why is this important?

The NHDOT must maintain and improve New Hampshire's transportation system and services and invest in all modes of transportation by optimizing performance and reducing costs, while effectively addressing its mission via sustainable revenue sources.

Measures:

- Distribution of Expenditures by Lane Miles (Highway Fund): (per lane)

2011 Actual	2012 Expected	2012 Actual
\$63,558	\$65,509	\$64,496

How Transportation Money is Being Spent

Analyzing NHDOT financial information relative to the highway system provides policy makers and citizens with a measure of cost for access to the transportation network, and helps determine if the value of the service is justified by its cost. The goal is to satisfy the public with the best possible transportation system conditions and performance for available resources.

The Department divides the distribution of expenditures into the following eight areas:

- **Construction** – This includes the Betterment Program, the I-93 expansion project, federal reimbursement projects, and non-federal participating construction projects.
- **Maintenance** – This involves all of the Division of Operations, which includes Highway and Bridge Maintenance, Traffic Operations, the Traffic Management Center (TMC), salt sheds, lift bridge operations, and Mechanical Services Bureau.
- **Municipal Aid** – This is the aid given to municipalities in the form of State Aid Highway and Bridge, and the Apportionment A and B Block Grant funds for local highway aid allotment.
- **Project Development** – This includes Highway and Bridge Design, Right-of-Way, Environment, Materials Research, and statewide planning and research development.
- **Administration** – This includes the Executive Office, Finance and Contracts, Human Resources, Office of Federal Compliance, and the Office of Stewardship and Compliance.
- **Debt Service** – This includes debt service for Highway General Obligation Bonds backed by state funds, and for GARVEE Bonds, which is paid from federal funds.
- **Other Agency (Transfers)** – This includes highway funds directly appropriated to state agencies other than the NHDOT: Department of Safety, Health and Human Services, the Judicial Court system, the NH Highway Safety Agency, and Tax and Land Appeals.



Effective Resource Management

- **Miscellaneous** – This includes the Rideshare Program, retirement, unemployment and workers compensation benefits, and reimbursements to other agencies for services.

Percent of Training Budget Expended vs. Targeted Initiatives

In FY 2012, funding in the training budget was expended at a rate of 99%. The original authorization of \$112,255 was 99% spent by June 13, 2012. Training funds were used for targeted initiatives, which are outlined in a training plan that is put together each year and sent to the Federal Highway Administration. These initiatives include technical training, managerial/supervisory training and outreach activities.

NH 101 Project Uses Recycled Materials to Extend Pavement Life

A seven-mile pavement and bridge rehabilitation project on NH 101 in Auburn and Candia is including specialized pavements to extend both the life cycle of the surface and the time period for not having to rehabilitate this section of highway. An asphalt-rubber mixture involves the use of more than 35,000 recycled tires. A second specialized pavement will include a high percentage of recycled asphalt (RAP).

Both treatments are aimed at promoting pavement longevity and prolonged crack resistance. The performance of these specialized pavements will be monitored against normal wearing surfaces.



Using corrosion-resistant steel to increase plow truck longevity

New roofs on five sand and salt buildings

Bridge Maintenance completes 90 projects a year

In FY 2012, 87% of contracts accepted by private contractors for final payment were below the bid price. Only 7% of the contracts were over 5% of the bid price.

69 contracts totaling \$169 million were completed and accepted for maintenance by NHDOT Operation forces.

Bridge Maintenance crews washed 1,135 bridges and sealed 481 to protect against concrete deterioration from corrosive salt. 19 bridge decks were crack-sealed.

Effective Resource Management

Implement Strategic Workforce Planning

Why is this important?

As a sizeable percentage of the Department's workforce continues to move towards retirement age, it is critical to the organization that the right people be in the right job at the right time and be ready to replace the knowledge and experience that will be leaving.

Measures:

- Workforce Represented in Completed Workforce Planning:

2011 Actual	2012 Expected	2012 Actual
0%	40%	46%

Preparing the NHDOT Workforce for the Future

More than three-quarters of NHDOT employees are age 40 or older. Half of the existing workforce will be eligible for retirement after 2015. This aging workforce requires extensive planning to replace the loss of knowledge, skills, and experience within the Department.

During FY 2012, the NHDOT continued to build workforce planning and development programs. Managers from the Commissioner's Office, Division of Policy and Administration, Division of Finance, Division of Aeronautics, Rail & Transit, Turnpikes, Bridge Maintenance, Right of Way, Bridge Design, Highway Design, Environment, Materials and Research, and Planning attended facilitated sessions on Workforce Development.

These sessions represented 46% of the workforce. The sessions included environmental scanning and demographic analysis specifically for each Bureau, which matched the analysis conducted for the entire Department in 2011.

Facilitators also provided skill gap analysis methodologies and templates to create workforce plans for Bureau Administrators.

A Management Roundtable, a quarterly forum for Bureau Administrators, included presentations from Construction, Turnpikes, and Finance that showcased innovative ways of implementing workforce planning. Another key initiative for supporting the future workforce was the launch of a quarterly program - Foundations of Supervision. This two-day course provides information on key policies/laws for supervisors

new to the state as well as overviews and practice sessions for handling challenging situations with employees.



The Future

In FY 2013, Human Resource staff will continue to conduct workforce planning sessions for the balance of the Department - Highway Maintenance, Mechanical Services, and Construction, which comprises 54% of NHDOT employees. Human Resources staff will also work on recruiting, training, and development initiatives arising from Bureau workforce plans. The final performance evaluation will be launched

Effective Resource Management

in the first quarter of 2013. In addition, updated demographic information, with a 2013 baseline, will be sent to Bureaus that had workforce planning workshops in 2012. Assuming stable budgets and staffing levels, in 2014 all Bureaus will have completed annual workforce planning updates. It's anticipated that in 2015, 100% of the workforce will be represented in workforce plans and will have completed annual updates.

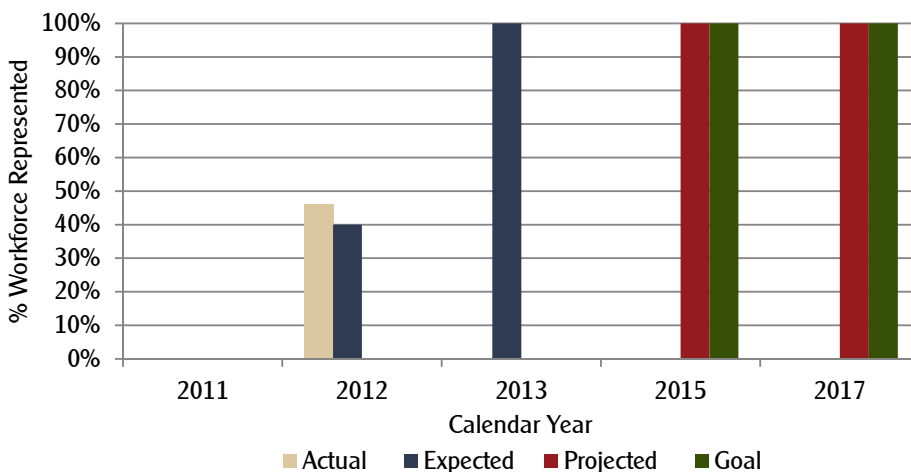
TRAC and Internship Program

The NHDOT has already been implementing a number of initiatives that support workforce planning and development. These include outreach efforts such as the TRAC (Transportation and Civil Engineering) program for high school students, the Annual Bridge Competition, and the Internship Program.

The Department continues to support the TRAC Program, which is an educational outreach program sponsored by the American Association of State Highway and Transportation Officials (AASHTO). The goal of this program is to introduce students to transportation and civil engineering and inspire them to enter careers in the transportation field. The NHDOT has been actively involved in the TRAC Program since 2002, and continues to sponsor annual bridge-building and concrete competitions.

The Department also continues to utilize engineering interns who have provided valuable services at considerable cost savings to the State. At the Transportation Management Center (TMC), two interns provided services that resulted in a cost savings of \$158,600. One created an ITS master plan for corridor layouts for the Interstates, Turnpikes and Route 101. Another developed automated data reporting programs to gather statistics for the performance measurement dashboard at the TMC.

Percent of Workforce Represented in Completed Workforce Planning Initiatives



Commissioner Clement meets with summer interns

Continued emphasis on workforce planning

Diversity in the workplace

Effective Resource Management

Protect and Enhance the Environment

Why is this important?

The NHDOT has an obligation to help preserve, protect, and enhance New Hampshire's natural resources and social environment as it plans, implements, and maintains its transportation facilities and services. This must be done through "best management practices" in all design, construction, and maintenance activities.

Measures:

- Environmental Audits in Compliance at Operations

Facilities:

2011 Actual	2012 Expected	2012 Actual
67%	92%	94%

- Salt Usage (Five Year Moving Average): (tons)

2011 Actual	2012 Expected	2012 Actual
158,315	112,660	166,813

- Energy Usage of NHDOT Facilities: (kbtu)

2011 Actual	2012 Expected	2012 Actual
72,907,094	72,257,094	50,320,594

- Energy Usage of NHDOT Vehicles: (gallons)

2011 Actual	2012 Expected	2012 Actual
1,534,230	1,518,888	1,420,621

Manchester/Boston Regional Airport Access Road Mitigation

The NHDOT finalized the mitigation for the Manchester/Boston Regional Airport Access Road project with the construction of a wildlife corridor, which was required as part of the wetland permit. A corridor approximately 200 feet wide was contoured and vegetated to allow animals a "natural" passage through future industrial lands south of the airport to Little Cohas Brook.

Documenting Asbestos on Bridges

Several hundred bridges constructed between 1960 and the early 1980's may contain asbestos in pavements, membranes, and other materials. With many of these bridges scheduled for replacement or rehabilitation in upcoming years, the NHDOT's Bureau of Environment is creating a prioritized list for testing these suspect bridges.

Whether or not a bridge contains asbestos has important implications for material disposal, and for worker health and safety. Through coordination among NHDOT Divisions, the testing program is underway, evaluating about two bridge locations a week.

The asbestos sampling procedure involves drilling cores through pavements and membrane and stopping at the concrete deck. Sampling results are recorded in a Department-wide database. The aim is to identify bridges with asbestos containing materials so that plans can be made for proper removal and disposal during bridge preservation and maintenance activities. This should result in improved worker health and safety, along with better planning for future projects.

Airport Access Road
Mitigation



Stormwater Outreach Team

The Bureau of Environment's Storm Water Outreach Team (SWOT) has continued to offer presentations to communities and schools, as well as NHDOT employees, as part of meeting the Department's requirements for public education and outreach. Upon adding a new/updated storm water demonstration table, the SWOT has seen increased interest in the program. The program was selected as one of the top 16 AASHTO Research projects in the nation. Details of the

Effective Resource Management

project were presented at the Transportation Research Board's Annual Meeting in Washington, D.C.

Additions to the regular program event list included several school presentations, the New Hampshire Association of Conservation Districts, and NH High Schools Envirothon Training Day.

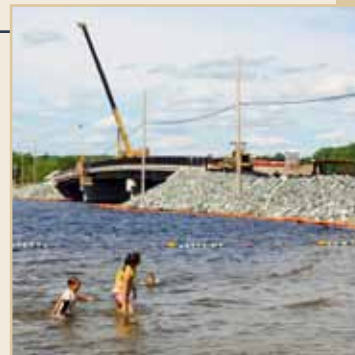
Invasive Plants

The Environment Bureau led an effort to establish a statewide contract for spot herbicide application for the control of invasive plants and poison ivy. This contract will be used to address plant populations that are causing safety concerns or other problems. The goal is to extend the initiative to the pre-construction eradication of invasive plants for future projects.

A program has also been developed with the NH Department of Agriculture to reduce invasive plants throughout New Hampshire by targeting species occurring along rights-of-way. The project focuses on spot herbicide treatments and incorporates integrated pest management strategies where practical.

Stream Crossing Rules

The Bureau of Environment continued implementation of the NH Department of Environmental Services Stream Crossing Rules. The Bureau updated consulting firms on the Department's progress in implementing the rules at the 2012 Annual ACEC Technical Exchange Conference in April. Since the spring of 2011, the Bureau has completed 17 fluvial geomorphic assessments for Department projects in compliance with the rules.



*New Shaker Bridge over
Mascoma Lake*

*Permanent repairs of flood
damaged NH 123 in Alstead*

*Public outreach by NHDOT
Storm Water Team*

The Bureau of Environment prepared 112 environmental documents and processed 71 wetland permit applications, amendments, and notifications.

Almost \$30 million in Federal funds were invested in New Hampshire airports in the past year.

The Department of Information Technology at the NHDOT successfully implemented a new system call the "Current Billing System" for billing the Federal Highway Administration for reimbursable work on NHDOT projects - approximately \$170 million a year. Under the new system, federal funds flow more quickly back to New Hampshire.

Transactions on the NH Turnpikes system totaled \$108.7 million in FY 2012. Total Turnpike revenue collected was \$116.6 million.

Employee Development

Increase Bench Strength

Why is this important?

The Department must continue to attract and evaluate highly qualified applicants, and to hire and retain the best possible candidates in a timely manner.

Measures:

- *Employees Engaged in Individual Development Plans:*

2011 Actual	2012 Expected	2012 Actual
0%	10%	5%

A key outcome of workforce planning and development is to increase “bench strength” within the organization. Bench strength refers to the capabilities and readiness of potential successors to move into vacated positions.

Certified Public Manager Program

The Certified Public Manager program is a nationally accredited management development course specifically for managers in federal, state, and local government. The program has two levels - Level 1 (Certified Public Supervisor) and Level 2 (Certified Public Manager) for a total of 300 hours of structured learning activities over two years. The NHDOT has continued to provide strong support for this program, focusing on making it accessible to a diverse group.

In June 2012, 32 NHDOT employees were graduates of both CPS and CPM. Within both the CPS/CPM programs, half of those participating came from the Highway Maintenance or Bridge Maintenance Bureaus. Half of the CPS/CPM graduating class were female.

Foundations of Supervision

During FY 2012, the NHDOT developed and implemented introductory supervisory training that combined a basic supervisory course with Department expertise on such topics as discipline and Equal Employment Opportunities (EEO). Experts in human resources, safety, and environmental compliance conducted the training. Classes were held quarterly and 33 employees were trained in FY 2012. Plans are to conduct the class at least quarterly in FY 2013.



Cross-Training Maintenance Personnel for Pavement Marking Operations

The Traffic Bureau utilized full-time Highway Maintenance personnel to support its pavement marking personnel in lieu of hiring seasonal employees. Historically, seasonal help results in a continual process of hiring and training new personnel throughout the summer. By utilizing permanent help from Highway Maintenance who were familiar with Department procedures, Traffic was able to maintain a consistent workforce

Employee Development

throughout the summer. It proved beneficial to the Bureau's pavement marking program and provided an opportunity for personnel from different areas of the NHDOT to learn and better understand pavement striping operations.

Civil Engineer Training

The Engineer and Technician Training Program gives new employees valuable exposure to an increasing range of engineering opportunities. Several factors have helped this program evolve and improve, moving from a simple overview of the Department to a program providing short-term projects that can be added to a portfolio. The change in workloads and the strong skillset of new hires have allowed them to get involved in "real world" projects at a rapidly expanding rate.

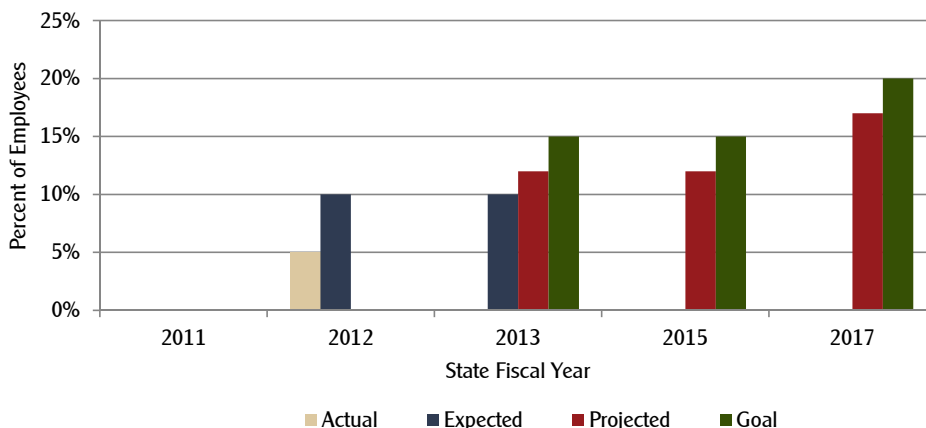
The program also provides mentoring opportunities between the new hires and experienced employees, and relationship building opportunities. During FY 2012, five new employees were moving through the multi-Bureau program. At least five more are expected to go through the program in FY 2013.

11 Turnpikes Employees Complete Leadership Training Course

The Bureau of Turnpikes graduated its second IDEAL training class, with 11 employees are participating in a seven-month leadership training course intended to develop the next generation of DOT front line and middle-management leaders.

IDEAL stands for Intentional Development Effort to Acquire Leadership and includes the following topics: leading (showing the way); equipping (providing needed resources); affirming (building people up); developing (unleashing their potential); challenging (holding people accountable); protecting (human resource primer); and a concluding discussion which focused on the value of people-first leadership.

Employees Engaged in Individual Development Plans



Student tours and internships

Father and son employees

*Working a Construction
Career Fair*

Employee Development

Optimize Employee Health and Safety

Why is this important?

The Department must promote and strive to improve health and safety for all employees. It must raise employee awareness of healthy lifestyles and safe practices through education, training, and personal accountability.

Measures:

- Employee Injury Incident Rate:

2011 Actual	2012 Expected	2012 Actual
4.8%	3.6%	5.83%

- Employees Who Participated in Wellness Activities:

2011 Actual	2012 Expected	2012 Actual
70%	74%	64%

A Commitment to a Safe Working Environment and Reducing Injuries

NHDOT employees are exposed to a range of workplace hazards, from working in traffic, to operating equipment and tools, to working with hazardous materials. The Department has been active for many years in developing safety programs and communicating safe work practices to ensure employee safety and reduce employee injuries. Historical data shows steady improvement since the inception of a formal safety program in 1995.

In calendar year 1995, the Department's injury rate was 14.43 per 100 employees. In calendar year 2011, the Department's injury rate dropped to 4.63. NHDOT's projected target for fiscal year 2012 was 3.6.

There were 93 workers' compensation claims received in fiscal year 2012. This translates to an injury rate of 5.83%. Through accident investigation, 69% percent of these injuries were determined to have been preventable through employee actions. Efforts are underway to determine why the incident rate increased and what specific strategies will be used to achieve a substantial reduction in work place injuries in 2013. While the goal is always for zero injuries, the injury rate expectation for fiscal 2013 is 4.37, which represents a 25% reduction over the 2012 rate of 5.83.

The Department 2013 Injury Reduction Plan includes the following methods to achieve injury reduction goals:

- Field visits conducted by Safety & Environmental Coordinators
- Random program compliance audits conducted by the Office of Stewardship & Compliance
- Utilization of task focused "tool box" talks
- Annual Training & Safety Days
- A focus on employee wellness
- A focus on employee fatigue



Employee Development

A Commitment To a Healthy Workforce

The NH Department of Transportation is committed to providing a safe work environment. The Department recognizes that through effective implementation and management of health and safety programs, the frequency of work-related injuries can be reduced and even eliminated.

One component of the Employee Wellness initiative was to administer a Health Risk Assessment (HRA). Health Risk Assessments provide employees with immediate feedback about potential health risks and are a way to track their health changes over the years. The results of the assessment have allowed employees to develop plans to change health behaviors. The NHDOT health assessment provides an opportunity for employees to access health coaching and strategies for implementing behavior changes.

Nearly two thirds (64%) of all NHDOT employees participated in wellness activities.

The NHDOT continues to include promotion of a healthy and safe work environment as a top rated category of performance in individual annual employee performance evaluations.

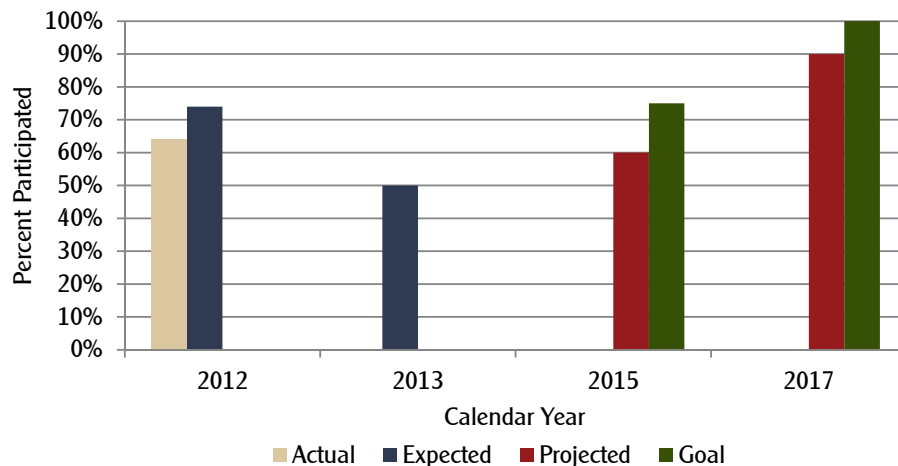


Health Screenings

Safe practices to prevent injuries

Employee Health Fairs

Employees Who Participated in Wellness Activities



Employee Development

Align Employees Around Departments Mission

Why is this important?

The Department must clearly communicate its mission and purpose to all employees to ensure that work efforts are aligned with overall strategies and initiatives. Employees shall be supported by management that embraces performance, accountability, and desired results.

Measures:

- *Employees Who Understand, and Feel Their Job Contributes to the Mission of the Department. (From Respondents to Employee Survey):*

2011 Actual	2012 Expected	2012 Actual
83%	85%	83%

Building a Committed and Engaged Workforce

NHDOT employee surveys from 2008 to 2012 have demonstrated the importance of several key factors in enhancing overall employee engagement. These include a sense that the Department supports the employees in their mission, strong supervisory engagement, especially in the areas of listening and feedback, and effective communications within work teams.

Between 2011 and 2012, the Department continued to introduce strategic initiatives to improve communication and employee engagement. During new hire orientation and onboarding, Commissioners present topics directly to participants. New presentations on Balanced Scorecard and the Department's mission were introduced in 2012.

The Department instituted a recognition campaign for employee efforts during Tropical Storm Irene and other disaster-related efforts. This campaign reinforced the involvement of multiple Bureaus in disaster recovery efforts. Lean Process improvement and Balanced Scorecard efforts have continued to be strong communications tools.

The Commissioner has frequently met directly with work teams in field locations to get feedback, thus decentralizing communication efforts. The Labor Management Committee has worked on communications strategies to enhance respect in the workplace, an important factor in employee engagement.

The mission alignment remained steady at 83% in 2012 rather than increasing to 85% as projected for several reasons. The 83% mission alignment response is already a high score compared to other questions in the employee survey and survey, results have demonstrated that scores over 80% tend to change more slowly over time than those less than 80%. Employee engagement programs have been primarily strategic in nature, rather than decentralized and Bureau-specific. In addition, the rate of organizational change faced by the Department from 2010 to 2012 has been challenging for employees, thus impacting their engagement scores.

The Department anticipates an increase in the mission alignment percentages from 2014 to 2017 due to efforts from the Balanced Scorecard and other engagement initiatives. However,



Employee Development

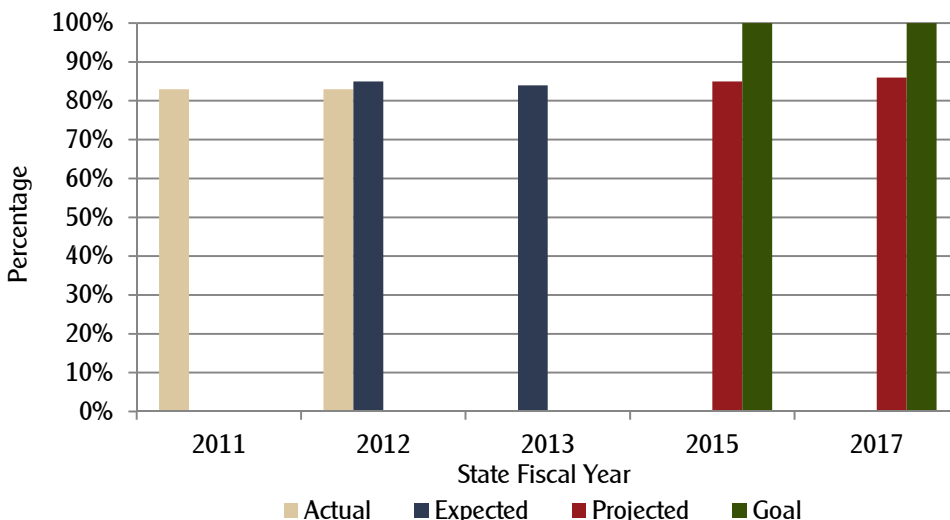
this will occur at a slower rate due to the relatively-high score of 83%. The Department expects 2013 results will show a pattern of increase to 84%, with a projected response rate of 85% in 2015, and 86% in 2017. Ultimately, for peak organizational performance, the NHDOT strives for a goal of 100% mission alignment.

Quick and Efficient Road and Bridge Restoration Following Storm Events

In addition to normal road maintenance activities, maintenance crews responded to several weather-related emergencies in FY 2012:

- Tropical Storm Irene damaged many sections of Carroll, Coos, Grafton, and Sullivan counties. On August 28, 2011 at the peak of the storm, sections of approximately 50 State roads and 200 local roads were closed. All state-maintained roads except US 302 and NH 112 (Kancamagus Highway) were reopened within a couple of days. Virtually all NHDOT Bureaus were involved in the response and recovery efforts.
- Maintenance crews and equipment were dispatched to Vermont to assist with disaster recovery efforts from Tropical Storm Irene. Vermont and New Hampshire crews worked side-by-side rebuilding Vermont roads that had sustained significant damage.
- Highway Maintenance crews responded to emergency operations for the record-setting October 29-30, 2011 statewide snowstorm, up to 31 inches in some areas.

Employees Who Have a Clear Understanding of Mission and their Roles



Governor Lynch thanks Bridge Maintenance crews for repair work after Tropical Storm Irene

The Stormwater Outreach Team

Bridge repairs on NH 10 in Haverhill

Transportation Financial Activity - Budgetary Basis Reporting

Transportation funding in the State of New Hampshire is the source of much debate and budgetary scrutiny, is complicated, and is frequently misunderstood. The information presented in the following pages provides a comprehensive view of the budgetary activity associated with transportation in NH State Government during Fiscal Year 2012.

All information is presented in a budgetary, non-GAAP adjusted and non-audited, basis. For a presentation of the audited financial statements of the Highway Fund, reference the Comprehensive Annual Financial Report (CAFR) of the State of New Hampshire and the NHDOT Turnpike System CAFR.

Report of Revenue Activity – All Funds FY 2012

This report details, by Fund, all revenue associated with transportation – including: General Fund; Highway Fund; Turnpike Fund; and Capital Fund. Note that the distinction between Highway Fund and Capital Fund is not the same distinction made within the Highway Fund of Operating and Capital Appropriations.

The report distinguishes between Unrestricted and Restricted Revenues. Much of the Unrestricted Highway Fund revenue is collected by the Department of Safety including the Gasoline Road Toll and Motor Vehicle Fees.

Not included in this report is an important source of funding for construction projects: bond proceeds. During Fiscal Year 2012, \$31.6 million in I-93 projects were funded with GARVEE bond proceeds and \$13.4 million in Turnpike System construction projects were funded with Turnpike System Revenue bond proceeds. Without this view of a key source of funds, it would happen that

expenditures far exceeded available revenue for the fiscal year.



Report of Revenue Activity – Highway Fund FY 2012–2011–2010

This report provides a three year history of budgetary revenue in the Highway Fund. Also, note that the majority of unrestricted revenue collected in the Highway Fund is the Gasoline Road Toll (Gas Tax) and Vehicle Registration Fees. These revenues are collected by the Department of Safety.

Additional footnotes are added to provide information about significant changes in revenue during the three year period.

All Funds Expenditures by Class FY 2012

This report details, by Fund, all expenditures associated with transportation – including: General Fund; Highway Fund; Turnpike Fund; and Capital Fund. Class line detail enables the reader to distinguish expenditures by type, such as for salaries and benefits. Expenditures have been classified also to distinguish between public and private sector spending.

Out of \$638 million dollars spent by the Department of Transportation in fiscal year 2012, \$433 million or 68% was spent directly with the private sector. Twenty percent of the total DOT expenditures (\$131 million) were for salary and benefits of the Department of Transportation and 12 percent (\$74.2 million) were for other public sector expenditures including services purchased from public sector agencies (\$26 million); were transferred to other state agencies (\$1.5 million); or were grants to public sector entities and municipalities (\$47 million).

In addition to the \$638 million dollars spent by the Department of Transportation in FY 2012, direct appropriations to other agencies totaled \$85.1 million including \$79.3 million from the Highway Fund and \$5.8 million from the Turnpike Fund.

All Funds Expenditures Discretionary and Non-Discretionary FY 2012

This report details, by Fund, all expenditures associated with transportation – including: General Fund; Highway Fund; Turnpike Fund; and Capital Fund.

Activity line detail distinguishes expenditures by organizational unit, such as for the Division of Highway Operations or the Turnpike System. Expenditures have also been classified to distinguish between budgetary operating expenditures and budgetary capital expenditures. Operating expenditures are further distinguished between Discretionary and Non-Discretionary.

Examples of non-discretionary expenditures are for items such as debt service, municipal block grant, or for direct appropriations to other agencies.

It should be noted that budgetary distinction between operating and capital expenditures follows the State Comptroller's office designation used in the State CAFR.

The \$723 million in expenditures reported is the same \$723 million in expenditures reported in the **All Funds Expenditures by Class FY 2012 Report**, in a different format.

Note that this report also distinguishes Department of Transportation spending (\$638 million) from direct appropriations to other agencies (\$85 million)

Highway Fund Expenditures by Class FY 2013 Budgeted, FY 2012 Actual, FY 2011 Actual and FY 2010 Actual

This report provides a past biennium history of actual expenditures in the Highway Fund and a comparison of the budget for 2012 and 2013. Similar distinctions by class of expenditure and public and private expenditure are made as with the **All Funds Expenditures by Class FY 2012 Report**.

Highway Fund Expenditures Discretionary and Non-Discretionary FY 2013 Budgeted, FY 2012, FY 2011 and 2010 Actual

This report provides a past biennium history of actual expenditures in the Highway Fund and a comparison of the budget for 2012 and 2013. Similar distinctions by organizational unit, operating, and capital expenditures are made as with the **All Funds Expenditures Discretionary and Non-Discretionary FY 2012 Report**.

Additional detail is provided under the Bureau of Highway Maintenance gathered from the DOT cost allocation system that displays spending and budget by programmatic activity. Information is provided about the costs associated with winter maintenance (snow plowing); mowing along the roadways; guardrail; etc.

This cost allocation reporting is a management tool that is continually reviewed and modified to best allocate the Department's available resources.



I-93 project in Bow-Concord

*Preparing for Winter
Maintenance*

*Orford-Fairlee Bridge over
Connecticut River*

Report of Revenue Activity All Funds FY 2012

UNAUDITED - BUDGETARY	Fund				
	General 010	Highway 015	Turnpike 017	Capital 030	Total
Unrestricted:					
Revenue Collected by the Department of Safety (DOS):					
Gasoline Road Toll		123,069,907			123,069,907
Motor Vehicle Fees		105,284,994			105,284,994
Sale of Vehicles		83,901			83,901
Total Revenue Collected by DOS	-	228,438,802	-	-	228,438,802
Motor Vehicle Fines (Collected by the Courts)		7,831,573			7,831,573
Revenue Collected by the Department of Transportation (DOT):					
Sale of Service - Reimbursements from Turnpikes		\$ 3,081,871			\$ 3,081,871
Administrative Overhead Cost - from Turnpikes		2,293,303			2,293,303
Federal Overhead Billing		14,945,187			14,945,187
Retro Turnpike Toll Credit		1,418,342			1,418,342
I-95 Bridge Sale		26,035,116			26,035,116
Cash Toll Receipts - Blue Star			20,050,812		20,050,812
Cash Toll Receipts - Central			16,799,476		16,799,476
Cash Toll Receipts - Spaulding			5,308,464		5,308,464
Electronic Toll Collections - Blue Star			38,810,797		38,810,797
Electronic Toll Collections - Central			26,536,285		26,536,285
Electronic Toll Collections - Spaulding			9,242,354		9,242,354
Turnpike Miscellaneous			201,762		201,762
Other Unrestricted Revenues	\$ 1,376,020	1,010,590	1,090,155		3,476,765
Total Revenue Collected by DOT	1,376,020	48,784,409	118,040,105	-	168,200,534
Total Unrestricted Revenue	1,376,020	285,054,784	118,040,105	-	404,470,909
Restricted:					
Federal Funds - FHWA					
Consolidated Federal Aid		138,851,838			138,851,838
Direct Labor Allocation		6,343,775			6,343,775
Pavement Marking Program		2,756,506			2,756,506
SPR Planning & Research Funds		4,684,630			4,684,630
Bridge Rehab, Painting, Preservation and Improvements (BRPPI) - FHWA Reimbursement		2,006,515			2,006,515
Other Federal Funds		2,436,721			2,436,721
Federal Funds - FAA					
FAA Airport Improvement	107,873			15,493,994	15,601,867
Federal Funds - FTA					
Public Transportation Division	6,562,640				6,562,640
Federal Funds - FRA					
Railroad Grants	803,433				803,433
Federal Funds - Emergency					
FEMA Flood		1,738,225	45,499		1,783,724
Federal Funds - American Reinvestment & Recovery Act (ARRA)					
ARRA Programs		7,608,710			7,608,710
Federal Funds - Debt Service					
Bonds Debt Service		3,632,925	3,130,637		6,763,562
Total Federal Funds	7,473,946	170,059,845	3,176,136	15,493,994	196,203,921
Revolving Funds					
Garage Income - Equipment Usage & Sales		15,637,738			15,637,738
Fleet Parts Inventory		1,805,691			1,805,691
Motor Fuel Sales		14,542,658			14,542,658
Transponder Sales			707,220		707,220
Other Revolving Funds	357,752				357,752
Total Revolving Funds	357,752	31,986,087	707,220	-	33,051,059
Private & Local Funds					
Interstate Bridge Authority		432,178			432,178
Consolidated Federal Aid - Local Match		10,275,166			10,275,166
Requested Maintenance/Repairs		2,078,456			2,078,456
Betterment Local Reimbursement		16,531			16,531
Other Private & Local Funds	14,151	1,063,966			1,078,117
Total Private & Local Funds	14,151	13,866,297	-	-	13,880,448
Intra-Agency Transfers		616,141			616,141
Agency Income					
Betterment FEMA Reimbursement		956,425			956,425
Highway Betterment		20,791,316			20,791,316
Other Agency Income	996,069	4,807,714	14,091		5,817,874
Total Agency Income	996,069	26,555,455	14,091	-	27,565,615
Total Restricted Revenue - DOT	8,841,918	243,083,825	3,897,447	15,493,994	271,317,184
Total Restricted Revenue - Other Agencies		5,461,696			5,461,696
Total Revenue	\$ 10,217,938	\$ 533,600,305	\$ 121,937,552	\$ 15,493,994	\$ 681,249,789

Source: Revenue Source Summary of Unrestricted and Restricted Revenues reports

**Report of Revenue Activity - Highway Fund 015
FY 2012 - 2011 - 2010**

UNAUDITED - BUDGETARY		CHG 2012 vs. 2011			CHG 2011 vs. 2010		
		FY 2012	\$	%	FY 2011	\$	%
Unrestricted:							
Revenue Collected by the Department of Safety (DOS):							
Gasoline Road Toll		123,069,907	(1,728,293)	-1.4%	124,798,200	1,056,633	0.8%
Motor Vehicle Fees	(1)	105,284,994	(19,974,567)	-19.0%	125,259,561	(16,755,012)	-13.4%
Sale of Vehicles		83,901	6,594	7.9%	77,307	(33,249)	-43.0%
Total Revenue Collected by DOS		228,438,802	(21,696,266)	-9.5%	250,135,068	(15,731,628)	-6.3%
Motor Vehicle Fines (Collected by the Courts)		7,831,573	(377,437)	-4.8%	8,209,010	176,713	2.2%
Revenue Collected by the Department of Transportation (DOT):							
Sale of Service - Reimbursements from Turnpikes	(2)	3,081,871	(917,586)	-29.8%	3,999,457	293,405	7.3%
Administrative Overhead Cost - from Turnpikes		2,293,303	461,523	20.1%	1,831,780	53,085	2.9%
Federal Overhead Billing		14,945,187	983,874	6.6%	13,961,313	1,034,624	7.4%
Retro Turnpike Toll Credit	(3) *	1,418,342	(681,658)	-48.1%	2,100,000	(10,618,571)	-505.6%
I-95 Bridge Sale	(4) *	26,035,116	6,035,116	23.2%	20,000,000	(10,000,000)	-50.0%
Other Unrestricted Revenues		1,010,590	(134,736)	-13.3%	1,145,326	(3,321,619)	-290.0%
Total Revenue Collected by DOT		48,784,409	5,746,533	11.8%	43,037,876	(22,559,076)	-52.4%
Total Unrestricted Revenue		285,054,784	(16,327,170)	-5.7%	301,381,954	(38,113,991)	-12.6%
Restricted:							
Federal Funds							
Consolidated Fed Aid (Construction)		138,851,838	2,778,024	2.0%	136,073,814	(1,609,088)	-1.2%
Direct Labor Allocation	(5)	6,343,775	6,343,775	100.0%	2,800,000	520,000	18.6%
Pavement Marking Program		2,756,506	(43,494)	-1.6%	4,764,257	(123,571)	-2.6%
SPR Planning & Research Funds		4,684,630	(79,627)	-1.7%			
Bridge Rehab, Painting, Preservation and Improvements (BRPPI) - FHWA Reimbursement		2,006,515	(338,421)	-16.9%	2,344,936	262,094	11.2%
Other Federal Funds	(6)	2,436,721	2,330,741	95.7%	105,980	28,964	27.3%
Federal Funds - Emergency							
FHWA Emergency Funds						(718,574)	#DIV/0!
FEMA Emergency Funds	(7)	1,738,225	1,597,427	91.9%	140,798	(1,135,280)	-806.3%
Federal Funds - American Reinvestment & Recovery Act (ARRA)							
ARRA Programs	(8) *	7,608,710	(35,428,058)	-465.6%	43,036,768	(21,919,752)	-50.9%
Federal Funds - Debt Service							
Bonds Debt Service	(9)	3,632,925	2,593,505	71.4%	1,039,420	1,039,420	100.0%
Total Federal Funds		170,059,845	(20,246,128)	-11.9%	190,305,973	(23,655,787)	-12.4%
Revolving Funds							
Garage Income - Equipment Usage		15,637,738	71,157	0.5%	15,566,581	229,262	1.5%
Fleet Parts Inventory		1,805,691	(111,527)	-6.2%	1,917,218	410,996	21.4%
Motor Fuel Sales		14,542,658	(55,916)	-0.4%	14,598,574	4,223,882	28.9%
Total Revolving Funds		31,986,087	(96,286)	-0.3%	32,082,373	4,864,140	15.2%
Private & Local Funds							
Interstate Bridge Authority	(10)	432,178	(626,516)	-145.0%	1,058,694	348,242	32.9%
Consolidated Fed Aid (Construction) - Local Match	(11)	10,275,166	7,873,177	76.6%	2,401,989	284,354	11.8%
Requested Maintenance & Repairs	(12)	2,078,456	1,668,262	80.3%	410,194	(586)	-0.1%
Betterment - Local Match	(13)	16,531	(1,179,961)	-7137.9%	1,196,492	1,196,492	100.0%
Other Private & Local Funds		1,063,966	571,907	53.8%	492,059	(882,710)	-179.4%
Total Private & Local Funds		13,866,297	8,306,869	59.9%	5,559,428	945,792	17.0%
Total Intra-Agency Transfers		616,141	73,162	11.9%	542,979	(89,365)	-16.5%
Agency Income							
Betterment FEMA Reimbursement	(14)	956,425	866,318	-100.0%	90,107	(36,873)	-40.9%
Highway Betterment	(15)	20,791,316	(15,303,550)	-73.6%	36,094,866	12,840,372	35.6%
Other Agency Income	(16)	4,807,714	2,485,061	51.7%	2,322,653	835,470	36.0%
Total Agency Income		26,555,455	(11,952,171)	-45.0%	38,507,626	13,638,969	35.4%
Total Restricted Revenue - DOT		243,083,825	(23,914,554)	-9.8%	266,998,379	(4,296,251)	-1.6%
Total Restricted Revenue - Other Agencies	(17)	5,461,696	3,496,260	64.0%	1,965,436	(1,141,325)	-58.1%
Total All Revenue		\$ 533,600,305	\$ (36,745,464)	-6.9%	\$ 570,345,769	\$(43,551,567)	-7.6%

Source: Revenue Source Summary of Unrestricted and Restricted Revenues reports

* These revenue amounts represent \$35 million in non-recurring revenue in FY 2012.

NOTES

- (1) Decreased due to Discontinuation of the \$30 Motor Vehicle Registration Surcharge enacted for FY 2010 & 2011
- (2) Decreased due to reallocation of Federal fund cross-bills to Restricted Revenue (see also Note #11)
- (3) Decreased due to Less (and final) Retro Turnpike Toll Credit available to use
- (4) Increase of the cash payment for the I-95 Bridge Sale from Turnpikes to Highway
- (5) Consolidated Federal Aid Direct Labor allocated as Source of Funds for Operations
- (6) Increased due to the PSU Weather Initiative
- (7) This varies from year to year depending on emergency and amount reimbursed
- (8) Reduction from prior year as the ARRA program is nearing project completion
- (9) Increase in the Garvee Bond payment (reimbursement using Federal Funds)
- (10) Reduced due to the closing of reconstruction of Memorial Bridge
- (11) Increased due to reallocation of Federal fund cross-bills to Restricted (see also Note #2)
- (12) This varies from year to year depending on emergency and amount reimbursed
- (13) Decreased due to Discontinuation of the \$30 Motor Vehicle Registration Surcharge enacted for FY 2010 & 2011
- (14) This varies from year to year depending on emergency and amount reimbursed
- (15) Decreased due to Discontinuation of the \$30 Motor Vehicle Registration Surcharge enacted for FY 2010 & 2011
- (16) Increased due mostly to the breakout of Direct Labor reimbursement from Bond proceeds
- (17) Increased as Dept. of Safety has become a Fund 15 Agency

Financials

All Funds Expenditures by Class FY 2012 Actual, FY 2013 Budget

Unaudited - Budgetary		FY 2013 Budget		FY 2012 Actual				Total All Funds	
Class	Description	\$	%	General 010	Highway 015	Turnpike 017	Capital 030	\$	%
Public Sector Transportation Expenditures									
Personal Services and Benefits									
010-015	Personal Services-Permanent Classified	71,808,363		705,012	61,213,652	7,421,367		69,340,031	
017	FT Employees Special Payments	647,247			512,330	49,315		561,645	
018	Overtime	7,549,390		8,717	5,864,342	515,262		6,388,321	
019	Holiday Pay	286,094			68,703	102,775		171,478	
047	Own Forces Maint.-Build.-Grnds	270,218			128,447	36,355		164,802	
050	Personal Service-Temp/Appointed	4,657,953		24,923	1,916,141	2,109,183		4,050,247	
059	Temp Full Time	55,000			51,058			51,058	
060	Benefits	48,229,159		339,002	33,623,856	4,359,559		38,322,417	
061	Unemployment Compensation	71,411			106,838	31,536		138,374	
062	Workers Compensation	1,636,045		1,007	1,377,940	339,653		1,718,600	
064	Ret-Pension Bene-Health Ins	12,208,890			7,946,750	1,042,387		8,989,137	
070	In-State Travel Reimbursement	1,036,794		410	870,900	55,831		927,141	
	Total Personal Services and Benefits DOT	148,456,564	26.82%	1,079,071	113,680,957	16,063,223	-	130,823,251	20.50%
Transfer Payments - DOT Usage									
025	State Owned Equipment Usage	14,215,776		31,644	14,135,875			14,167,519	
027	Transfers To DOIT	5,035,256			4,832,685			4,832,685	
028	Transfers To General Services	1,543,478			1,267,406			1,267,406	
029	Intra-Agency Transfers	2,051,243				1,579,815		1,579,815	
040	Indirect Costs	2,306,520			1,354,328	190,807		1,545,135	
041	Audit Fund Set Aside	144,534						-	
403	Audit	95,000				106,978		106,978	
404	Intra Indirect Costs	2,720,216		67,679		2,223,398		2,291,077	
	Transfer Payments to Agencies- DOT Usage	28,112,023	5.08%	99,323	21,590,294	4,100,998	-	25,790,615	4.04%
	Total DOT Internal Expenditure	176,568,587	31.89%	1,178,394	135,271,251	20,164,221	-	156,613,866	24.54%
Transfer Payments - Agency/Municipal									
049	Police Details (Safety)				42,127	152		42,279	
	Transfer to Other State Agencies	385,147			251,982	176,719		428,701	
072	Grants-Federal	25,941,643		7,047,591	2,757,091			9,804,682	
073	Grants-Non Federal	9,007,057		205,171	2,673,912			2,879,083	
405	Lilac Program	55,000			10,581			10,581	
406	Environmental Expense	950						-	
407	Trans To Bd Of Tax & Land Appeals	151,279			134,592			134,592	
409	Trans To Dept Of Justice	850,557			860,756			860,756	
411	Trans To DES Dam Bureau	78,499			75,480			75,480	
414	Block Grant Apportionment A	29,850,000			34,138,280			34,138,280	
	Total Transfer Payments - Agency/Municipal	66,320,132	11.98%	7,252,762	40,944,801	176,871	-	48,374,434	7.58%
	Total DOT Public Sector Exp & Transfer	242,888,719	43.87%	8,431,156	176,216,052	20,341,092	-	204,888,300	32.12%
Private Sector Transportation Expenditures									
Contractual Services									
022	Rents-Leases Other Than State	11,227,484		6,564	10,469,199	590,309		11,066,072	
023	Heat- Electricity - Water	2,595,072		2,962	2,008,971	1,197,795		3,209,728	
024	Maint.Other Than Build.- Grnds	2,468,648		560	513,134	1,485,581		1,999,275	
026	Organizational Dues	184,320		9,984	170,062	38,401		218,447	
039	Telecommunications				1,456,465			1,456,465	
046	Consultants	23,158,859			13,150,859	1,063,821		14,214,680	
048	Contractual Maint.-Build-Grnds	984,008			264,609	347,501		612,110	
066	Employee Training	111,912			147,860			147,860	
067	Training of Providers	90,000						-	
068	Remuneration	13,549			3,636	806		4,442	
069	Promotional - Marketing Expenses	85,000			78,394			78,394	
080	Out-Of State Travel	86,050		2,697	43,758	7,386		53,841	
102	Contracts for Program Services	8,515,000			3,360	5,644,940		5,648,300	
103	Contracts for Operating Services				99,000			99,000	
204	Settlement Payment RSA 99-D2				50,000			50,000	
255	Cost of Issuing Bonds	750,000			441,477	365,574		807,051	
	Total Contractual Services	50,269,902	9.08%	22,767	28,900,784	10,742,114	-	39,665,665	6.21%
Supplies and Materials									
020	Current Expenses	28,715,970		27,827	41,686,322	4,252,479		45,966,628	
	Total Supplies and Materials	28,715,970	5.19%	27,827	41,686,322	4,252,479	-	45,966,628	7.20%
Equipment									
030	Equipment New/Replacement	5,733,469		2,276	5,930,144	1,294,711		7,227,131	
038	Technology - Software	20,000			11,306			11,306	
	Total Equipment	5,753,469	1.04%	2,276	5,941,450	1,294,711	-	7,238,437	1.13%
Capital Projects									
034	Capital Projects Bonded (HB 25)						18,114,927	18,114,927	
	Total Capital Projects	-	0.00%	-	-	-	18,114,927	18,114,927	2.84%
Land and Property Improvements									
400	Construction Repair Materials	119,826,627		353,419	201,920,374	58,442,538		260,716,331	
401	Land - Interest	21,410,000			6,593,888			6,593,888	
	Total Land and Property Improvements	141,236,627	25.51%	353,419	208,514,262	58,442,538	-	267,310,219	41.88%
Debt Service									
044	Debt Service Other Agencies	84,757,925		345,433	15,468,363	39,143,651		54,957,447	
	Total Debt Service	84,757,925	15.31%	345,433	15,468,363	39,143,651	-	54,957,447	8.61%
	Total Expenditures with Private Sector	310,733,893	56.13%	751,722	300,511,181	113,875,493	18,114,927	433,253,323	67.88%
	Total Expenditures - DOT	553,622,612	100.00%	9,182,878	476,727,233	134,216,585	18,114,927	638,241,623	100.00%
Appropriations to Safety & Other Agencies									
		80,884,848		-	79,296,830	5,829,898	-	85,126,728	
	Total Expenditures	634,507,460		9,182,878	556,024,063	140,046,483	18,114,927	723,368,351	

Source: Statement of Appropriations

* Directly Appropriated by receiving Agency

**All Funds Expenditures by Activity
Discretionary and Non-Discretionary
FY 2012 Actual**

Unaudited - Budgetary		Fund				Total All Funds	
Activity	Description	General 010	Highway 015	Turnpike 017	Capital 030	\$	%
Operating Expenses - Discretionary							
960015	Administration - Executive Office		2,517,823			2,517,823	
960215	Division of Finance		2,964,105			2,964,105	
960315	Division of Policy & Admin.		1,877,500			1,877,500	
960515	Division of Highway Operations		90,355,039			90,355,039	
961017	Turnpikes System			33,019,862		33,019,862	
964010	Aero, Rail and Transit	7,577,563				7,577,563	
964015	Division of Aero, Rail & Transit		197,527			197,527	
Total Discretionary Operating Expenses		7,577,563	97,911,994	33,019,862	-	138,509,419	21.70%
Operating Expenses - Non-Discretionary							
Other Non-Discretionary							
960015	Administration (Revolving Funds)						
	3070 - Parts Inventory		1,792,397			1,792,397	
	3071 - Motor Fuel inventory		14,766,310			14,766,310	
960515	Division of Highway Operations						
	Snow & Ice		31,578,358			31,578,358	
961017	7515 - Transponder Inventory Fund			529,482		529,482	
965515	Other Highway Programs						
	3018 - Transfer's to Other Agencies		6,154,287			6,154,287	
	8081 - General Fund Overhead		2,122,060			2,122,060	
966010	Benefits - Fund 10						
	8163 - Worker's Compensation	1,007				1,007	
966015	Benefits - Fund 15						
	3016 - Special Retirement Health		7,946,750			7,946,750	
	8115 - Worker's Compensation		1,377,940			1,377,940	
	8615 - Unemployment Compensation		106,838			106,838	
961017	Benefits - Fund 17						
	7516 - Special Retirement Health			1,042,387		1,042,387	
	8117 - Worker's Compensation			339,653		339,653	
	8617 - Unemployment Compensation			31,536		31,536	
Total Other Non-Discretionary Expenses		1,007	65,844,940	1,943,058	-	67,789,005	10.62%
Municipal Aid							
962015	Division of Project Development						
	3012 - Municipal Bridge Program		5,153,521			5,153,521	
	3013 - Apportionment A - B (Block Grant)		34,538,280			34,538,280	
	3022 - SPR Planning Funds		4,202,860			4,202,860	
Total Municipal Aid		-	43,894,661	-	-	43,894,661	6.88%
Debt Service							
960010	2934 - Debt Service - Fund 10	345,433				345,433	
961017	Debt Service - Fund 17						
	5994 - I-95 Bridge Purchase Repayment			2,684,271		2,684,271	
	7499 - Debt Service			36,459,380		36,459,380	
963515	8683 - Garvee Bond Debt Service - Fund 15		3,632,925			3,632,925	
965015	7891 - Debt Service - Fund 15		11,835,439			11,835,439	
Total Debt Service		345,433	15,468,364	39,143,651	-	54,957,448	8.61%
Total Non-Discretionary Operating Expenses		346,440	125,207,965	41,086,709	-	166,641,114	26.11%
Total Operating Expenses		7,924,003	223,119,959	74,106,571	-	305,150,533	47.81%
Capital Funds							
960010	2991 - Special Railroad Fund	353,419				353,419	
960015	3075 - Emergency Flood Repairs		1,662,354			1,662,354	
960030	Capital Projects - Fund 30 Bonded				18,114,927	18,114,927	
961017	Turnpikes System						
	7025 - Renewal & Replacement			7,253,461		7,253,461	
	75XX - Construction Repair Materials			52,856,553		52,856,553	
962015	Division of Project Development						
	AU's 3021, 3025, 3028, 3032, 3033, 3034, 3035, 3036, 3037, 3045, 3060		37,115,822			37,115,822	
963015	Construction Program Funds						
	3039 - Betterment		29,891,330			29,891,330	
	3049 - Non-Par Construction/Reconstruction		12,141			12,141	
963515	FHWA Grant Anticipation Fund						
	1843 - I-93 Construction Project**		31,605,519			31,605,519	
	3054 - Consolidated Federal Aid		145,711,398			145,711,398	
964010	2021 - FAA Federal Grants - Fund 10	93,492				93,492	
969910	ARRA Funds - Fund 10	811,964				811,964	
969915	ARRA Funds - Fund 15		7,608,710			7,608,710	
Total Capital Funds		1,258,875	253,607,274	60,110,014	18,114,927	333,091,090	52.19%
Total Expenses - DOT		9,182,878	476,727,233	134,216,585	18,114,927	638,241,623	100.00%
Appropriations to Safety & Other Agencies		-	79,296,830	5,829,898	-	85,126,728	
Total Expenses		9,182,878	556,024,063	140,046,483	18,114,927	723,368,351	

Source: Statement of Appropriations

* Directly Appropriated by receiving Agency

** I-93 Project Costs funded by Garvee Bond proceeds.

Financials

Highway Fund Expenditures by Class FY 2013 Budgeted, FY 2012 through FY 2010 Actual

Unaudited - Budgetary		FY 2013	% of	FY 2012	% of	FY 2011	% of	FY 2010	% of
Class	Description	Budget	Total	Actual	Total	Actual	Total	Actual	Total
Public Sector Transportation Expenditures									
Personal Services and Benefits									
010-015	Personal Services-Perm. Classi	63,047,091		61,213,652		61,289,397		59,877,339	
017	FT Employees Special Payments	588,345		512,330		560,525		559,860	
018	Overtime	6,798,811		5,864,342		7,181,055		6,559,504	
019	Holiday Pay	114,122		68,703		107,664		108,702	
047	Own Forces Maint.-Build.-Grnds	234,767		128,447		188,232		119,078	
050	Personal Service-Temp/Appointe	1,778,991		1,916,141		2,462,045		1,984,541	
052	Masters-FICA	-		-		-		(1,706)	
059	Temp Full Time	55,000		51,058		46,928		50,764	
060	Benefits (1)	42,051,678		33,623,856		36,466,438		34,010,421	
061	Unemployment Compensation	42,750		106,838		67,835		61,660	
062	Workers Compensation	1,235,000		1,377,940		1,246,007		1,227,651	
064	Ret-Pension Bene-Health Ins (2)	10,961,688		7,946,750		7,314,785		8,463,487	
070	In-State Travel Reimbursement	999,281		870,900		883,984		892,413	
Total Personal Services and Benefits DOT		127,907,524	31.54%	113,680,957	23.85%	117,814,895	24.50%	113,913,713	24.11%
Transfer Payments - DOT Usage									
025	State Owned Equipment Usage	14,183,757		14,135,875		15,207,931		14,630,446	
027	Transfers To DOIT	5,035,256		4,832,685		5,091,938		4,919,435	
028	Transfers To General Services	1,543,478		1,267,406		1,360,711		1,327,585	
040	Indirect Costs	2,050,000		1,354,328		1,950,127		1,220,096	
041	Audit Fund Set Aside (3)	144,534		-		352,039		-	
Transfer Payments to Agencies- DOT Usage		22,957,025	5.66%	21,590,294	4.53%	23,962,745	4.98%	22,097,562	4.68%
Total DOT Internal Expenditure		150,864,549	37.20%	135,271,251	28.37%	141,777,641	29.48%	136,011,276	28.79%
Transfer Payments - Agency/Municipal									
049	Police Details (Safety)			42,127		61,975		53,405	
	Transfers to Other State Agencies	255,147		251,982		-		-	
072	Grants-Federal	3,141,643		2,757,091		-		4,999	
073	Grants-Non Federal (4)	8,776,613		2,673,912		400,000		400,000	
405	Lilac Program	55,000		10,581		4,987		6,491	
406	Environmental Expense	950		-		121,228		316,018	
407	Trans To Bd Of Tax & Land Appl	151,279		134,592		158,070		163,058	
409	Trans To Dept Of Justice	850,557		860,756		778,399		767,311	
411	Trans To DES Dam Bureau	78,499		75,480		131,122		149,620	
414	Block Grant Apportionment A (5)	29,850,000		34,138,280		34,497,125		29,265,000	
Total Transfer Payments - Agency/Municipal		43,159,688	10.64%	40,944,801	8.59%	36,152,906	7.52%	31,125,902	6.59%
Total DOT Public Sector Exp & Transfer		194,024,237	47.85%	176,216,052	36.96%	177,930,547	37.00%	167,137,177	35.38%
Private Sector Transportation Expenditures									
Contractual Services									
022	Rents-Leases Other Than State	10,177,222		10,469,199		13,658,953		11,655,544	
023	Heat- Electricity - Water	1,397,289		2,008,971		2,485,505		2,169,325	
024	Maint.Other Than Build.- Grnds	636,231		513,134		442,213		508,736	
026	Organizational Dues	71,500		170,062		75,639		31,763	
039	Telecommunications (6)	-		1,456,465		-		-	
046	Consultants (7)	22,832,859		13,150,859		21,559,561		22,080,788	
048	Contractual Maint.-Build-Grnds (8)	641,826		264,609		215,256		292,004	
066	Employee Training	111,912		147,860		128,288		177,534	
068	Remuneration	4,000		3,636		7,603		98,115	
069	Promotional - Marketing Expenses	85,000		78,394		95,467		80,696	
080	Out-Of State Travel	64,600		43,758		82,452		46,997	
102	Contracts for Program Services (9)			3,360					
103	Contracts for Operating Services (10)			99,000					
204	Settlement Payment RSA 99-D2 (11)			50,000					
255	Cost of Issuing Bonds (12)			441,477		740,449		-	
Total Contractual Services		36,022,439	8.88%	28,900,784	6.06%	39,491,385	8.21%	37,141,501	7.86%
Supplies and Materials									
020	Current Expenses (13)	23,396,264		41,686,322		44,275,664		37,737,813	
Total Supplies and Materials		23,396,264	5.77%	41,686,322	8.74%	44,275,664	9.21%	37,737,813	7.99%
Equipment									
030	Equipment New/Replacement	4,239,126		5,930,144		7,002,802		5,244,392	
038	Technology - Software	20,000		11,306					
Total Equipment		4,259,126	1.05%	5,941,450	1.25%	7,002,802	1.46%	5,244,392	1.11%
Land and Property Improvements									
400	Construction Repair Materials (14)	110,426,627		201,920,374		195,831,790		203,533,007	
401	Land - Interest (15)	21,410,000		6,593,888		9,158,444		8,462,545	
Total Land and Property Improvements		131,836,627	32.51%	208,514,262	43.74%	204,990,234	42.63%	211,995,552	44.88%
Debt Service									
044	Debt Service Other Agencies	15,957,925		15,468,363		7,186,164		13,142,714	
Total Debt Service		15,957,925	3.94%	15,468,363	3.24%	7,186,164	1.49%	13,142,714	2.78%
Total DOT Expenditures with Private Sector		211,472,381	52.15%	300,511,181	63.04%	302,946,249	63.00%	305,261,973	64.62%
Total Public and Private Sector - DOT Fund 15		405,496,618	100.00%	476,727,233	100.00%	480,876,796	100.00%	472,399,150	100.00%
Appropriations to Safety & Other Agencies*		80,884,848		79,296,830		83,416,953		80,779,388	
Total Expenses - Fund 15		486,381,466		556,024,063		564,293,749		553,178,538	

Source: Statement of Appropriations

* Directly Appropriated by receiving Agency

Highway Fund Expenditures
Discretionary and Non-Discretionary
FY 2013 Budgeted, FY 2012 through FY 2010 Actual

Unaudited - Budgetary		FY 2013	% of	FY 2012	% of	FY 2011	% of	FY 2010	% of
Activity	Description	Budget	Total	Actual	Total	Actual	Total	Actual	Total
Operating Expenses - Discretionary									
960015	Administration (Executive Office)	2,393,318		2,517,823		2,693,419		3,722,727	
960215	Division of Finance	3,236,062		2,964,105		2,813,929		2,909,204	
960315	Division of Policy & Admin.	2,032,684		1,877,500		2,200,415		2,178,312	
960515	Division of Highway Operations (See Below)	83,313,717		90,355,039		93,346,926		90,694,628	
	3007 - Highway Maintenance (See Below)	43,659,975		47,099,028		49,592,879		52,367,760	
	Administration	511,122				595,047		563,427	
	Other Services	3,602,865		2,340,448		3,691,407		3,613,336	
	Building Maintenance	4,279,575		6,362,330		6,266,927		5,090,261	
	Equipment Maintenance	7,433,975		7,093,576		8,339,928		8,383,185	
	Guardrail	1,195,930		1,761,685		1,655,762		1,482,151	
	Litter Pickup	1,611,857		1,346,009		1,388,401		1,382,385	
	Ditches & Drainage	10,370,912		17,757,084		10,822,302		13,115,707	
	Routine Roadway Maint.	12,060,967		6,783,026		12,933,799		15,403,448	
	Special Roadway Maint.	2,592,772		3,654,871		3,899,306		3,333,860	
	3005 - Mechanical Services	15,783,663		17,416,130		19,638,449		14,740,582	
	3008 - Bridge Maintenance	7,384,377		7,094,700		7,227,312		7,155,947	
	3009 - Traffic Operations	9,074,095		8,951,345		8,849,313		8,886,760	
	Other Highway Operations: Includes 2073; 3011; 3031; 3048; 3050; 3052; 3055; 3066; 3198; 5032; 5033; 5034	7,411,607		9,793,836		8,038,973		7,543,579	
	3011 - Turnpike Bridge Maintenance	667,610		669,871		662,178		601,302	
	2073 - Asset Maintenance	376,176		386,184		333,059		183,072	
	3031 - Reimbursable Maintenance & Repair	600,121		600,062		377,520		609,339	
	3048 - Maintenance - Critical Repair	409,996		409,998		315,218		186,609	
	3050 - Turnpike Sign Maintenance	256,981		257,781		198,971		228,604	
	3052 - Transportation Management Center	1,598,701		1,568,399		1,468,935		1,229,716	
	3055 - Inmate Maintenance Crew	48,448		48,447		58,839		9,500	
	3066 - Salted Wells	273,968		274,892		220,245		421,949	
	3198 - Fuel Distribution	1,308,487		1,312,123		664,339		713,828	
	5032 - Oversize & Overweight Permits	203,923		202,934		161,230		168,288	
	5033 - Welcome Ctrs & Rest Area	-		-		1,532,632		1,413,071	
	5034 - Lift Bridge Operations	1,667,196		2,292,691		2,045,807		1,778,301	
964015	Division of Aero, Rail & Transit	271,301		197,527		261,087		244,048	
Total Discretionary Operating Expenses		91,247,082	22.50%	97,911,994	20.54%	101,315,776	21.07%	99,748,919	21.12%
Operating Expenses - Non-Discretionary									
Other Non-Discretionary									
960015	Administration (Revolving Funds)*								
	3070 - Parts Inventory			1,792,397		1,512,576		1,339,262	
	3071 - Motor Fuel inventory			14,766,310		13,692,769		10,269,393	
960515	Division of Highway Operations								
	Snow & Ice	39,073,242		31,578,358		39,915,011		31,306,897	
965515	Other Highway Programs								
	3018 - Transfer's to Other Agencies	6,370,738		6,154,287		6,159,529		5,999,425	
	8081 - General Fund Overhead	2,982,903		2,122,060		2,775,810		2,030,386	
966015	Benefits - Fund 15								
	3016 - Special Retirement	10,961,688		7,946,750		7,314,785		8,463,487	
	8115 - Worker's Compensation	1,235,000		1,377,940		1,246,007		1,227,651	
	8615 - Unemployment Compensation	42,750		106,838		67,835		61,660	
Total Other Non-Discretionary		60,666,321	14.96%	65,844,940	13.81%	72,684,322	15.11%	60,698,160	12.85%
Municipal Aid									
962015	Division of Project Development								
	3012 - Municipal Bridge Program	6,800,000		5,153,521		12,335,804		12,861,369	
	3013 - Apportionment A - B (Block Grant)	30,250,000		34,538,280		34,897,125		29,665,000	
	3022 - SPR Planning Funds	5,554,962		4,202,860		4,364,921		4,538,859	
Total Municipal Aid		42,604,962	10.51%	43,894,661	9.21%	51,597,849	10.73%	47,065,228	9.96%
Debt Service									
963515	8683 - Garvee Bond Debt Service	3,632,925		3,632,925		1,039,420			
965015	7891 - Debt Service	12,325,000		11,835,439		6,146,744		13,142,714	
Total Debt Service		15,957,925	3.94%	15,468,364	3.24%	7,186,165	1.49%	13,142,714	2.78%
Total Non-Discretionary Operating Expenses		119,229,208	29.40%	125,207,965	26.26%	131,468,336	27.34%	120,906,102	25.59%
Total Operating Expenses		210,476,290	51.91%	223,119,959	46.80%	232,784,112	48.41%	220,655,022	46.71%
Capital Funds									
960015	Administration								
	3075 - Emergency Flood Repairs			1,662,354					
962015	Division of Project Development								
	3021, 3025, 3028, 3032, 3033, 3034, 3035, 3036, 3037, 3045, 3060	40,311,711		37,115,822		36,227,995		33,311,402	
963015	Construction Program Funds								
	3039 - Betterment	22,499,625		29,891,330		22,366,409		21,304,611	
	3049 - Non-Par Construction/Reconstruction	20,000		12,141		286		6,401	
963515	FHWA Grant Anticipation Fund								
	1843 - I-93 Construction Project***			31,605,519		5,319,661			
	3054 - Consolidated Federal Aid	132,188,992		145,711,398		141,567,642		132,165,193	
969915	ARRA Funds			7,608,710		42,610,693		64,956,520	
Total Capital Funds		195,020,328	48.09%	253,607,274	53.20%	248,092,685	51.59%	251,744,128	53.29%
Total Expenses - DOT Fund 15		405,496,618	100.00%	476,727,233	100.00%	480,876,797	100.00%	472,399,150	100.00%
Appropriations to Safety & Other Agencies**									
		80,884,848		79,296,830		83,416,953		80,779,388	
Total Expenses - Fund 15		486,381,466		556,024,063		564,293,750		553,178,538	

Source: Statement of Appropriations

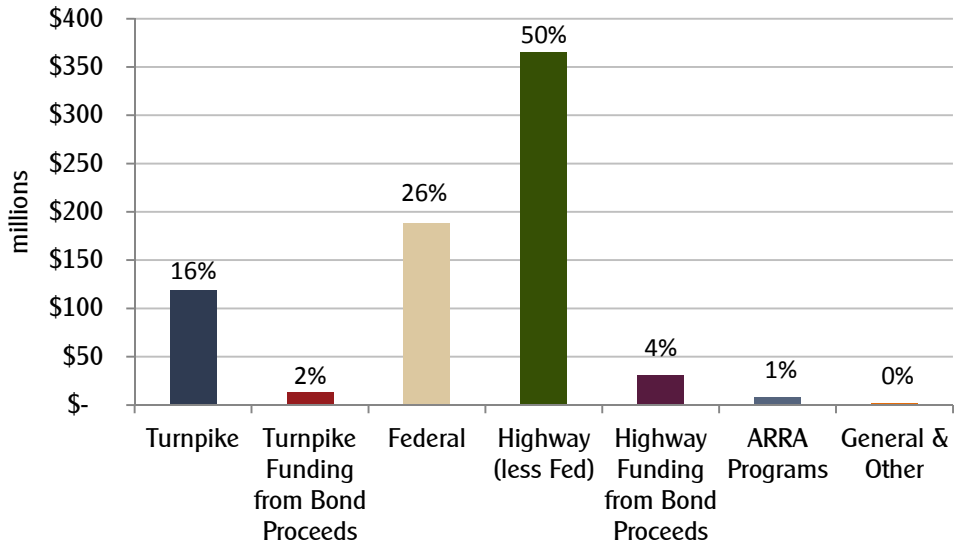
* Not Initially Appropriated, funded through Fiscal Committee by a Warrant

** Directly Appropriated by receiving Agency

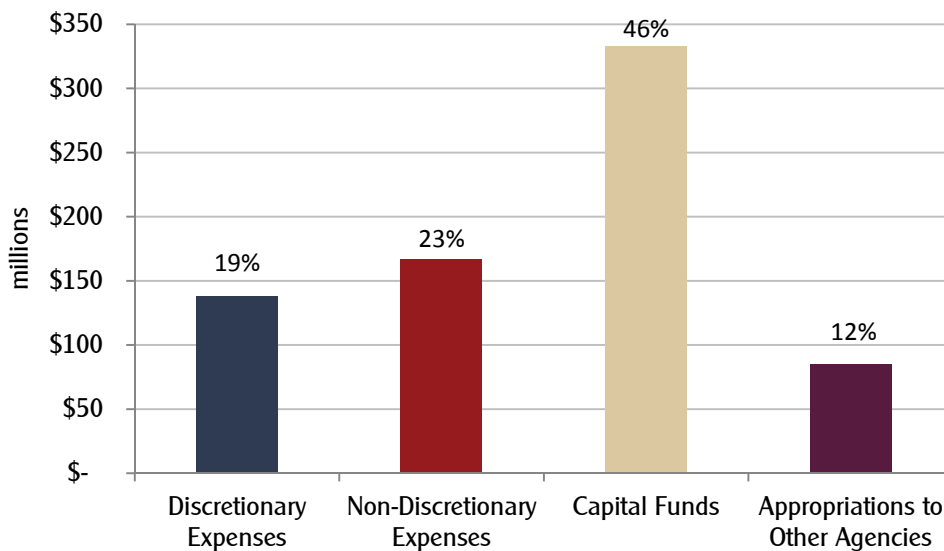
*** I-93 Project Costs funded by Garvee Bond proceeds.

FY 2012 - Activity Charts

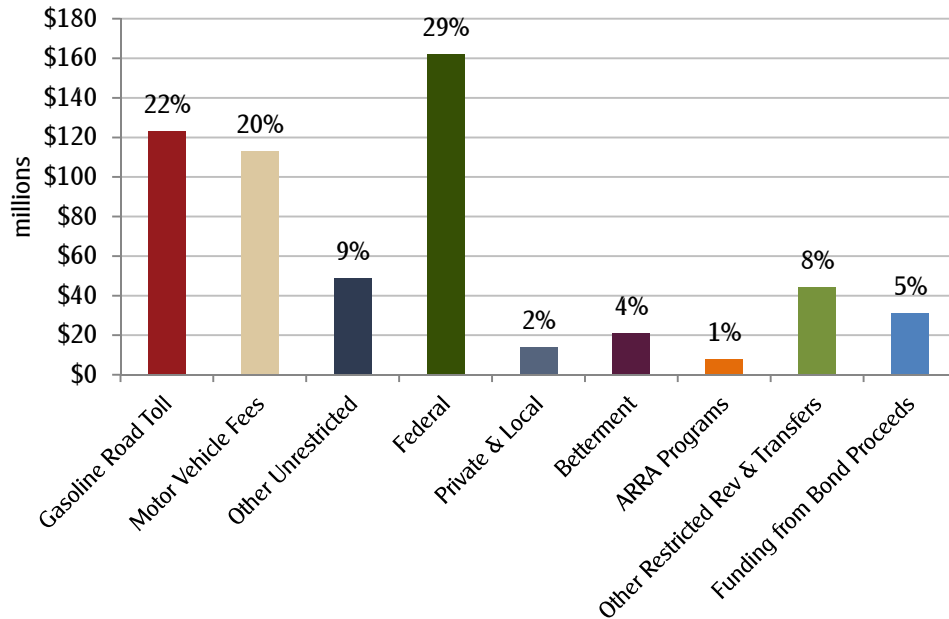
All Funds Revenue - \$726 (millions)



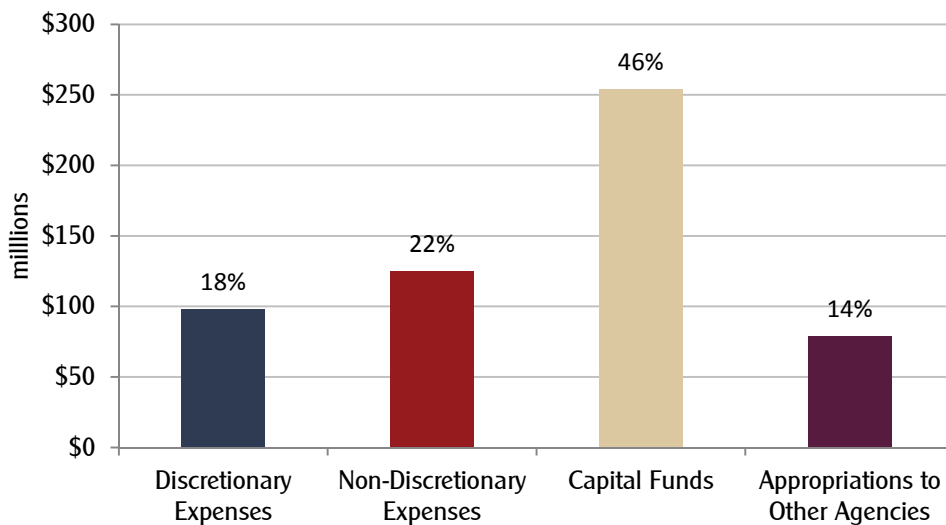
All Funds Expenditures - \$723 (millions)



Highway Funds Revenue - \$565 (millions)



Highway Funds Expenditures - \$556 (millions)



Strategic Direction

This new section provides the NHDOT's Strategic Direction for the coming year. The state's infrastructure is aging without sufficient funding to maintain it, resulting in reduced life and reduced ability to handle increased demand. It is important that every public dollar be invested to attain the most cost-effective system that meets growing demands. The NHDOT is committed to meeting that challenge by effective and efficient prioritization of efforts and capital on the most important activities. Towards that end, the NHDOT will be implementing a strategic approach to manage the transportation infrastructure, known as Transportation Asset Management. This approach uses business and engineering practices to operate, maintain, upgrade and expand the transportation system in the most cost effective manner.

This year NHDOT's strategic direction will focus on: **(1) Preserving the existing infrastructure (roads and bridges); (2) Maintaining Mobility; (3) Improving Safety; and (4) Strengthening the Economy.**

Preserve the Existing Infrastructure

Keeping New Hampshire's bridges and pavement in good condition is the most cost effective way to extend the life of the highway system. The NHDOT will achieve this by:

- Applying pavement preservation treatments
- Addressing critical needs first
- Sealing decks, painting steel, and bridge joints
- Repairing cracks and potholes, and resurfacing
- Replacing or repairing drainage systems

Pavements

Challenge

- 37% of pavement is in poor condition; to get it to "good" is estimated to cost \$615 million
- A preservation strategy on pavement costs 50% less than a reconstruction strategy

2013 Strategy

- Complete all preservation and rehabilitation projects on time and within budget

- Continue assessing funding needs of Interstates, State Secondary and unnumbered state roads
- Slow the decline of the pavements on unnumbered state secondary
- Continue to maintain the Interstates and National Highway System in good condition

2013 Investment

The NHDOT will advertise pavement preservation projects that will preserve approximately 320 miles of pavement in 2013, at an estimated cost of \$75 Million. (Maintaining at current conditions would require 500 miles of pavement preservation per year)

Bridges

Challenge

- Cost to rehabilitate or replace all 140 Red List Bridges is estimated to cost \$680 million
- A large portion of the bridge inventory is reaching the end of its design life
- Current preservation activities aid in extending the life of a bridge at nominal cost. Putting off maintenance and trying to address the worst bridges first results in an increased rate of bridge deterioration, reduced bridge life expectancy, and requires major bridge rehabilitation or replacement at much higher costs. Because the number of aging bridges is increasing, the NHDOT is evaluating methods to extend the lives of bridges while reducing future bridge costs by keeping them in good condition.

2013 Strategy

- Increase bridge preservation efforts to reduce the rate of deterioration
- Use better methods and materials to extend the life expectancy on all new bridges
- Include bridge preservation/rehabilitation work with roadway work to attain a better economy of scale and reduce the cost of bridge work

2013 Investment

The NHDOT will be advertising approximately \$62 million of bridge and roadway approach work which will result in 10 bridges being removed from the "Red List".

Improve Safety

In 2011 there were 30,000 motor vehicle crashes on New Hampshire roadways resulting in 13,100 people injured and 90 fatalities. The NHDOT's vision is zero fatalities, and the Department has set a goal of reducing fatal and severe injury crashes by 50% by the year 2030.

2012 Progress

- While up 17% in 2012, highway fatalities have averaged a decrease of 4% a year over five years

2013 Strategic Investment

- \$2,250,000 for intersection safety improvements in locations with significant crash histories
- \$880,000 to establish approximately 2.5 miles of new median barrier on divided highways in areas of narrow medians to prevent median cross over head-on crashes
- \$2,000,000 for safety upgrades to approximately 9 miles of guardrail in poor condition
- \$277,000 for 100 miles of rumble strips to alert drivers and reduce lane departure crashes
- \$450,000 for safety improvements to horizontal curves to reduce runoff the road crashes
- \$1,200,000 in upgrading and adding warning signs on highways to reduce run off the road crashes
- \$250,000 for education and outreach to the public to raise the awareness about road safety

Maintain Mobility

Traffic delay diminishes the quality of life for all who live and drive in New Hampshire. NHDOT works to optimize traffic mobility through a number of measures, which include: (1) adding capacity; (2) optimizing existing systems; and (3) innovative approaches

Adding Capacity

Recent instrumentation placed on I-93 between Salem and Manchester showed traveler delay for this 20-mile corridor averages about 35,000 vehicle hours each month in each direction. The additional lanes will significantly reduce delay along this segment of I-93.

Innovative Approach

NHDOT was the first state to implement an open road toll system in New England. This innovative system has significantly reduced delays at the Hampton Toll Plaza.

Optimizing Existing Systems

The NHDOT has been making strides to improve mobility at signalized intersections. Low cost adjustments to the signal timings or improvements to the signal equipment results in more efficient movement of traffic.

2013 Strategic Investment

- Completion of I-93 Hooksett Open Road Tolling (Completion Oct. 2013, Cost \$22.5 Million)
- Optimization of approximately 65 signalized intersections to improve operation (\$300,000)
- Continued construction of the I-93 corridor from Salem to Manchester
- Continued construction on the Newington-Dover Spaulding Turnpike project

Strengthen the Economy

Economic Impact of Transportation

- In FY 2012, \$442 million of NHDOT's budget (60% of the NHDOT's total budget) was spent in the private sector. An estimated 4,580 jobs were created or saved.
- Approximately \$32 million a year is spent on snow and ice removal in New Hampshire. Studies have shown that if a state was to "shut down" due to a snow & ice event, economic impacts could be between \$64 million (UT), \$700 million (NY) and \$265 million (MA) daily.

2013 Strategy

- Deliver projects on time and under budget
- Invest in innovative materials and methods to provide long lasting system and economic benefits
- Maintain the highway system that provides the greatest efficiency and benefit to the state
- Collaborate with our safety stakeholders.

Organization Chart

(as of June 30, 2012)

Deputy Commissioner

Michael Pillsbury

271-1486

Commissioner

Christopher D. Clement, Sr.

271-1484

Assistant Commissioner and Chief Engineer

David Jeff Brillhart

271-1486

Directors

Finance

Patrick McKenna

271-2531

Policy &

Administration

Fran Buczynski

271-1486

Aeronautics, Rail & Transit

Vacant

271-1486

Operations

William Janelle

271-1486

Project Development

William Cass

271-1486

Assistant Director

Dave Rodrigue

271-1486

Assistant Director

Craig Green

271-1486

Bureau Administrator and District Engineers

Finance

& Contracts

Leonard Russell

271-3466

Human Resources

Fran Decinto

271-3736

Aeronautics

Tricia Lambert

271-2551

Bridge

Maintenance

Douglas Gosling

271-3667

Bridge Design

Mark Richardson

271-2731

Materials & Research

Alan Rawson

271-3151

Audit

Carol Macuch

271-6674

Stewardship &

Compliance

Vacant

271-3226

Railroads & Public Transportation

Christopher Morgan

271-2468

Turnpikes

Christopher

Waszczuk

485-3806

Highway Design

William Oldenburg

271-2171

Project Management

Keith Cota

271-2171

Federal Labor

Compliance

John "Jay"

Ankenbrook

271-6754

Mechanical

Services

Bill Dusavitch

271-3721

Environment

Charlie Hood

271-3226

Right-of-Way

Charles Schmidt

271-3222

Hearings &

Legislation

Kathleen

Mulcahy-Hampson

271-3734

Traffic

William Lambert

271-2291

Construction

Theodore Kitsis

271-2571

Planning & Community Assistance

William Watson

271-3344

Public Information Officer

William Boynton

271-6495

Highway

Maintenance

Caleb Dobbins

271-2693

District 1

Lancaster

Brian Schutt

788-4641

District 2

Lebanon

Alan Hanscom

448-2654

District 3

Gilford

Mark Morrill

524-6667

District 4

Swanzy

Doug Graham

352-2302

District 5

Hooksett

Vacant

485-9526

District 6

Durham

Douglas

DePorter

868-1133





As of June 30, 2012

John H. Lynch, Governor

Executive Councilors:

Raymond S. Burton - District 1

Daniel St. Hilaire - District 2

Christopher T. Sununu - District 3

Raymond J. Wieczorek - District 4

David K. Wheeler - District 5

Christopher D. Clement, Sr., Commissioner

New Hampshire Department of Transportation

7 Hazen Drive

Concord, New Hampshire 03302-0483

www.nhdot.com

Mission:

Transportation excellence enhancing the quality of life in New Hampshire.

Purpose:

Transportation excellence in New Hampshire is fundamental to the state's sustainable economic development and land use, enhancing the environment, and preserving the unique character and quality of life. The Department will provide safe and secure mobility and travel options for all of the state's residents, visitors, and goods movement, through a transportation system and services that are well maintained, efficient, reliable, and provide seamless interstate and intrastate connectivity.

Vision:

Transportation in New Hampshire is provided by an accessible, multimodal system connecting rural and urban communities. Expanded transit and rail services, and a well-maintained highway network and airport system provide mobility that promotes smart growth and sustainable economic development, while reducing transportation impacts on New Hampshire's environmental, cultural, and social resources. Safe bikeways and sidewalks bring together neighborhoods parks, schools, and downtowns. Creative and stable revenue streams fund an organization that uses its diverse human and financial resources efficiently and effectively.